Appendix 3

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Watford Parking Strategy
Report

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Executive Summary

The Watford Parking Strategy provides a framework and set of policies for parking in Watford. The parking strategy is multi-modal and covers car, bicycle, powered two wheeler (PTW), coach, taxi and freight parking and use of on-street space. The parking strategy framework will enable fair and objective-led decision-making on all types of parking and use of on-street space now and in the future. The policies contained within the parking strategy address existing parking problems, challenges and opportunities.

The parking strategy is based on local, regional and national policy, stakeholder input and objectives from local policy and best practice guidance. The development of the parking strategy included stakeholder meetings, a public consultation questionnaire and meetings with Watford Borough and Hertfordshire County Council officers and Councillors.

Key parking issues identified include:

- The constrained space available in the town centre for different uses;

- A lack of parking at key locations for Blue Badge holders, motorcycles and bicycles;

- A lack of parking for coaches;

- A lack of ranking and drop-off/pick-up space for the high number of taxis operating in Watford;

- Significant scope for improvement for some of the town centre car parks in terms of overall quality and the pricing structure and payment methods available;

- Constrained space for residential parking in several areas of Watford;

- Constrained space for workplace parking at several locations in Watford; and

- Unwanted adverse effects of parking on other road users.

A key aspect of the parking strategy is the Watford street type hierarchy matrix, a framework for decision-making which has been based on work carried out for Transport for London by the Road's Task Force,[1] adapted for Watford. The street type hierarchy matrix will enable the classification of streets in Watford depending on their characteristics. This analysis will indicate what the priorities for each street should be and so what kind of policies for parking should be pursued on each street.

In addition to the Watford street type hierarchy matrix, a number of specific parking policies to address identified problems are included. The main parking policies which are included in the strategy are to:

- Optimise the use of space in the town centre (including the use of space for pedestrians, cyclists, buses, taxis, Blue Badge holders, freight and other vehicles) by applying the principles of the street type matrix;

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[1] Tfl. 2013. *London's street family: Theory and case studies* [online]. Available from: https://www.tfl.gov.uk/corporate/about-tfl/how-we-work/planning-for-the-future/roads-task-force/rtf-supporting-documents

- Improve the existing car parking offer in the town centre;

- Identify and dedicate space for short stay town centre parking;

- Introduce modern payment methods in the town centre car parks and other pay-and-display locations;

- Continue reviewing options for the use of the multi-storey car parks;

- Ensure revenue generated from parking is used for transport;

- Develop a town-wide Travel Plan and other measures to relive pressure on workplace parking and generate other benefits from reduced peak car travel;

- Improve the residential parking situation;

- Improve Blue Badge parking provision;

- Increase cycle and PTW parking;

- Provide a secure cycle parking facility in the town centre;

- Pilot a scheme for implementing secure residential cycle parking;

- Improve taxi ranking and drop-off/pick-up facilities;

- Implement improvements to signage associated with different types of parking and taxi facilities;

- Provide coach parking facilities; and

- Pilot a Delivery and Servicing Plan within the Council.

A set of actions and targets for each policy has been developed. This will enable the objectives of the parking strategy to be met. It is intended that the parking strategy be regularly reviewed to ensure it remains up-to-date and relevant. A monitoring and review process has been developed which involves assessing progress against policy targets.

The Parking Delivery Plan also identifies potential funding sources and potential risks to the delivery of the Parking Strategy and provides an assessment of expected cost of implementing the policies. Most policies are low cost and so should be highly deliverable.

Table 7 from **Section** 4 (which lists all the parking policies in the parking strategy) is repeated below for reference.

A separate Watford Parking Strategy Summary Report has also been produced.

Table 1: Summary of parking policies

Mode for which the policy applies	Policy
General (all modes)	G1: Street type matrix analysis
	G2: On-street space in the town centre
Car	Ca1: Improve the car parking offer in the town centre
	Ca2: Formalise short-stay parking provision within the town centre
	Ca3: Implement 'pay-by-phone' or similar modern payment system at pay and display locations within Watford
	Ca4: Continue reviewing options for the multi-storey car parks
	Ca5: Ensure car parking revenue is used to fund transport interventions
	Ca6: Work with businesses to encourage employees to commute by alternative modes to ease parking pressure and congestion
	Ca7: Improvements to parking in residential CPZs and residential parking in the town centre
	Ca8: Improvements to on-street parking outside the town centre
Blue Badge and Shopmobility	BB1: Improve Blue Badge parking offer in the town centre
	BB2: Improve Blue Badge parking offer in other key locations
	BB3: Improvements to access to Shopmobility Watford
PTW	P1: Increase PTW parking at key locations and review existing parking
	P2: Improved signage/information provision on parking for PTW users
Cycle	Cy1: Increase short stay cycle parking at key locations
	Cy2: Develop a secure long-stay cycle parking facility in the town centre
	Cy3: Provide small-scale secure cycle parking at relevant locations
	Cy4: Pilot secure residential cycle parking provision
Taxi	T1: Optimise taxi rank and drop-off/pick-up facility provision in line with other changes in the town centre
	T2: Improve signage to taxi ranks within the town centre
Coach	Co1: Develop a coach drop off facility in the vicinity of the town centre and long stay coach parking
Freight vehicles	F1: A pilot Delivery and Servicing Plan (DSP) for the council

1   Introduction

Arup was commissioned by Watford Borough Council to develop a parking strategy for the borough in September 2014. This follows the production of a *Parking Strategy Scoping Study* which assessed the parking situation in Watford, the need for a parking strategy and the form the parking strategy and the process for its development should take. The *Parking Strategy Scoping Study* proposed that the parking strategy should be multimodal (car, bicycle, coach, taxi, freight etc.) because of the interrelationship between the different types of parking and that all types of parking (residential, workplace, retail, leisure as well as parking at other facilities such as parks and the hospital) should be covered in the strategy.

The starting point for the development of the parking strategy was the Watford Borough Council Local Plan Core Strategy (adopted in 2013) which stated that the current parking strategy should be updated.

The parking strategy includes the following sections:

- **Section** 2 outlines the approach to the development of the parking strategy as well as its scope;

- **Section 3** outlines the parking strategy, focusing on the policy context, local parking situation and strategy vision and objectives;

- **Section 4** sets out the policies for parking to enable the strategy to be realised, including the monitoring and review process for the strategy; and

- **Section 5** sets out the delivery plan for the strategy.

In addition, four appendices provide supplementary information:

- **Appendix A** provides information about stakeholder meetings;

- **Appendix B** presents public consultation results;

- **Appendix C** outlines best practice guidance for the different types of parking; and

- **Appendix D** includes a matrix of parking policies and objectives.

A separate Watford Parking Strategy Summary Report has also been produced.

2   Approach and Scope

The development of the parking strategy was based on four key principles:

- The importance of involving stakeholders early on in the process of developing the strategy in order to maximise the effectiveness of the strategy;

- The recognition that parking in Watford has a long history and that the parking situation in Watford has been shaped over time by other policies;

- The recognition of the need for the strategy to consider the parking situation holistically and to recognise the interrelationship between parking and other land uses and parking and travel patterns; and

- That the purpose of the strategy document is to provide a framework for more detailed decisions.

2.1   Consultation

A key part of the development of the parking strategy was consultation with stakeholder representatives, the general public and officers from the Borough and County Councils. The parking strategy was also discussed at the Highway Forum (which is made up of Council Members from both the Borough and County Council) held on Tuesday 9th December 2014.

2.1.1   Meetings with stakeholder representatives

A range of stakeholders was consulted to inform the development of the strategy (a full list is provided at **Appendix A**). Face to face 'surgery-style' meetings were held to get feedback, insight and suggestions on the different types of parking in Watford and have shaped several of the strategy policies and objectives.

2.1.2   Public consultation

An online public consultation survey was carried out to gain feedback from the general public on parking in Watford. The survey included questions on parking for different transport modes and questions on other topics related to accessing the town centre including wayfinding, taxi ranks and bus stops. The consultation was open for three weeks from 18 November 2014 and around 250 people responded. A summary of results can be found at **Appendix B**.

2.1.3   Meeting with Borough and County Council officers, the Watford Parking Services and parking enforcement operator (Vinci)

A meeting with officers of Watford Borough Council and Hertfordshire County Council, the Watford Parking Services and Vinci (the parking enforcement operator for Watford) was held to discuss the parking situation in Watford. This meeting also provided insight from the two Councils' perspectives on the parking situation in Watford.

2.2 **Historical parking policies**

Parking policy in Watford is mature. Controlled Parking Zones were first introduced in 1996-7. Parking in Controlled Parking Zones (CPZs) is limited to certain vehicles at the times the zone is in operation. Watford now has 15 CPZs, one of which operates on match days only and six of which operate from Monday to Saturday and on match days.

The provision of parking in Watford has been influenced by parking policies which have changed over time. Since 2000, when the Watford District Plan was approved, maximum, demand-based car parking standards have been applied using a zonal system based on accessibility and proximity to local shopping facilities. Prior to this, guidelines had set minimum as well as maximum standards for car parking. Parking standards are now being reviewed as part of the development of *Local Plan Part 2*. This proposes maximum car parking standards and parking restraint factors for non-residential development based on accessibility. Minimum standards for residential developments outside of the controlled parking zones are proposed with the option of providing parking below this level if car club spaces and vehicles are provided.

Parking provision has also been influenced by the development of building stock in Watford. For example, most housing in West Watford is terraced and was built before car ownership and so on-street parking space is very limited, whereas in North Watford driveway parking is often available in front of semi-detached housing which was built more recently. This creates a different parking situation in different parts of Watford meaning that the parking strategy must be flexible to these different circumstances.

2.3 **Scope**

The parking strategy covers all types of parking and related kerbside activities where relevant. It covers parking for all the modes of transport which require parking (car, bicycle, powered two wheelers [PTWs],[2] taxi, coach, servicing vehicles) and parking for different land uses (residential, retail, leisure, business). It does not cover parking standards for new development which are being developed separately as part of the *Local Plan Part 2*. However, the parking strategy includes detail on the objectives which these parking standards should aim to achieve.

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[2] Motorcycles, mopeds and scooters

3 The Parking Strategy

This section sets out the policy context, an overview of other studies which have an overlap with this Watford Parking Strategy, the local parking situation (including problems, challenges and opportunities for the different types of parking the strategy covers) and the vision and objectives of the parking strategy.

Parking is a means to an end and should not be considered in isolation but in association with the factors which generate parking demand. Therefore, the strategy is not intended to work independently from other policies but rather can only work effectively through integration with other policies (such as transport policies which enable an increased use of sustainable modes).

3.1 Policy context

Policy related to parking exists at national, regional and local level. The overarching policy is the National Planning and Policy Framework which was published by the Department for Communities and Local Government in 2012.

3.1.1 National policy context

In relation to town centre parking, the *National Planning and Policy Framework* (NPPF, DCLG, 2012) states that:

"Local authorities should seek to improve the quality of parking in town centres so that it is convenient, safe and secure, including appropriate provision for motorcycles. They should set appropriate parking charges that do not undermine the vitality of town centres. Parking enforcement should be proportionate."

In relation to local parking standards, *NPPF* states that:

"If setting local parking standards for residential and non-residential development, local planning authorities should take into account:

- The accessibility of the development;
- The type, mix and use of development;
- The availability of and opportunities for public transport;
- Local car ownership levels; and
- An overall need to reduce the use of high-emission vehicles."

In March 2015, the Secretary of State for Communities and Local Government released *Planning Update: Written statement HCWS488* (DCLG, 2015). This statement supplements the NPPF guidance and states that:

"Local Planning authorities should only impose local parking standards for residential and non-residential development where there is clear and compelling justification that it is necessary to manage their local road network."

The statement also refers to an update to the DCLG Planning Practice Guidance web-based resource; this amendment clarifies that planning permission is not

needed for renting out parking spaces as long as doing so does not amount to a material change of use and as long as there are no other planning considerations.[3]

This guidance is given within the broader context of the overall aim for transport policy of encouraging greater use of sustainable modes of transport.

In December 2013 the Department for Transport published a *Consultation on local authority parking* (DfT, 2013) document which stated that local authority parking strategies should:

- Be fair and reasonable;

- Be linked to local objectives and circumstances;

- Take account of planning policies and transport powers;

- Consider the needs of the many and various road users in the area;

- Consider the appropriate scale and type of provision;

- Consider the balance between short and long term provision; and

- Consider the level of charges.

The *Response to consultation on local authority parking* (DfT, 2014) was published by the Department for Transport in June 2014. It outlines both the consultation responses and the government position on each of the foci of the consultation. Key planned changes include:

- Making changes so that local residents and firms can make their council review parking, including the provision of parking, parking charges and the use of yellow lines;

- Banning CCTV parking enforcement in legislation through the Deregulation Bill (currently before Parliament), except in circumstances where a vehicle is:

  - Stopped in restricted areas outside a school;

  - Stopped (where prohibited) on a red route;

  - Parked (where prohibited) in a bus lane; or

  - Stopped on a restricted bus stop or stand.

- Introducing a mandatory 10 minute free period at the end of paid-for and free on-street parking either through amendments to statutory guidance or regulations, with plans to also extend this to local authority off-street parking;

- Widening the power of parking adjudicators;

- Updating the guidance on costs related to appeals to "make it clearer what provisions there are available to the public";

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[3] DCLG. 2015. Para. 15: Is planning permission required to rent out a parking space? *In:* When is permission required? *Planning Policy Guidance* [online]. Available from: http://planningguidance.planningportal.gov.uk/blog/guidance/when-is-permission-required/what-is-development/

- Amending guidance to make it clear that motorists parking at an out-of-order meter should not be issued a penalty charge where there are no alternative ways to pay; and

- Piloting a 25% discount for motorists who lose an appeal at tribunal level with a local authority, as recommended by the Transport Select Committee.

Some of these changes have been implemented in the updates to *Operational guidance to local authorities: parking policy and enforcement* (DfT, 2015) and *Civil enforcement of parking contraventions* (DfT, 2015). This includes the limit to CCTV parking enforcement outlined above, the introduction of a 10 minute 'grace period' and guidance on out-of-order meters.

Operational guidance to local authorities: parking policy and enforcement (DfT, 2015) sets out the policy framework for local authorities for setting and enforcing parking policies. The guidance includes requirements from the statutory guidance issued under section 87 of the *2004 Traffic Management Act*[4] which *must* be complied with as well as procedures which have been *recommended* by government. The guidance document is extensive (nearly 200 pages including appendices) and covers the following topics:

- Objectives of civil enforcement;

- Appraising, ensuring the effectiveness of and reporting on civil parking enforcement;

- Consultation and communication with the public;

- Training and professionalism in civil parking enforcement;

- Choice and certification of devices for camera enforcement;

- Enforcement;

- Exemptions, waivers and dispensations;

- Policy and administrative functions;

- Challenges, representations and appeals;

- Key criteria when applying for the power to enforce parking regulations;

- What an authority should do before taking on parking enforcement power;

- Financial assessment; and

- Application for a CEA designation order.

Civil enforcement of parking contraventions (DfT, 2015) sets out the policy framework for civil parking enforcement and constitutes statutory guidance under section 87 of the *2004 Traffic Management Act*. It is broadly a summary of the civil enforcement sections of the more extensive *Civil enforcement of parking contraventions* (DfT, 2015). Authorities must have regard to the guidance when exercising their functions.

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[4] DfT. 2008. *Traffic Management Act 2004: The Secretary of State's statutory guidance to local authorities on the civil enforcement of parking contraventions* [online]. Available from: http://webarchive.nationalarchives.gov.uk/20120904033926/http://assets.dft.gov.uk/publications/tma-part-6-cpe-statutory-guidance/betterprkstatutoryguid.pdf

3.1.2 Regional Policy Context

Hertfordshire's third Local Transport Plan *LTP3* (Hertfordshire County Council, 2011) sets out the transport strategy for Hertfordshire to 2031. Parking-related policies within LTP3 include:

- Giving consideration to "providing power sockets for electric vehicles at selected car parks to facilitate operation of such vehicles in the county"; and

- Encouraging "the provision of adequate and secure parking facilities for powered two-wheelers".

- Other related policies include restricting parking along urban main distributor roads, implementing and enforcing parking restrictions to facilitate access to commercial premises, a number of lorry-specific parking restrictions, and "preventing vehicles parking so as to impede the footway" to encourage walking.

The statement of commitment to LTP3 from Watford Borough Council within Volume 1 of LTP3 (the Strategy Document) includes operating "a parking policy which aims to discourage car use by limiting the availability of town centre parking".

Hertfordshire County Council's *Active Travel Strategy* (HCC, 2013) states the importance of providing secure cycle parking (especially at key trip locations) in order to make active travel viable and perceived to be so.

The Hertfordshire Local Enterprise Partnership *Strategic Economic Plan* (Hertfordshire LEP, 2014) includes a 'Watford Urban Futures' transport package: "a package of travel choice measures to assist employees with low cost travel alternatives to access key areas of growth and employment in Watford". The *Hertfordshire Growth Deal* (Cabinet Office, July 2014) includes funding for Watford Business Park pedestrian and cycle access enhancements among other transport schemes for the M1/M25 growth area. There is a general focus on travel choice enhancement (as well as targeted congestion reduction), which will enhance opportunities for travel by non-car modes and reduce the demand for car parking.

3.1.3 Local Policy Context

Watford Borough Council's *Local Plan Part 1: Core Strategy* (WBC, 2013) suggested the following elements should be included as part of a car parking strategy:

- Restricting the amount of car parking which is part of new development;
- Reviewing public car parking charges;
- Restricting on-street parking through the use of Controlled Parking Zones; and
- Investigating the possibility of using out of centre car parks to provide mini-park and ride sites.

These elements were reviewed during the strategy development process. It was decided that car parking standards (which control the amount of parking allowed

or required at new developments) would be separately developed as part of the *Local Plan Part 2*. Public car parking charges have been reviewed in the development of the strategy and policies relating to public car parking are set out in **Section** 4, as are overarching policies for CPZ areas. The possibility of using out of centre car parks to provide mini-park and ride sites was examined but no suitable sites were identified. Therefore, this policy has not been included in this Watford Parking Strategy on the basis that it could be reintroduced in future if suitable sites were identified or a suitable operating model using sites outside the borough boundaries was developed.

Watford Borough Council's *Local Plan Part 2* includes the proposed policies and site allocations to support the delivery of the *Core Strategy* vision and objectives. The second consultation on *Local Plan Part 2* opened on 17 December 2014 and closes on 4 February 2015. Proposed car parking standards include maximum standards for the majority of land uses, with minimum standards proposed for residential land uses in non-Controlled Parking Zone (CPZ) i.e. less central areas. Residents of new developments in CPZ areas will not be permitted to purchase parking permits, to prevent an increase in pressure on on-street parking as a result of new residential developments. Car-free developments in CPZ areas will be acceptable in principle. Dedicated car club spaces will be required at developments proposed in non-CPZ areas where car parking provision below the minimum standard is proposed. Residential developments in Special Policy Areas (SPAs) where more than 20 car parking spaces are proposed will also be expected to make provision for car clubs. **Table 2** shows the proposed standards for residential land uses.

Table 2: Proposed residential car parking standards for Watford borough

Size of property	Within CPZ (maximum provision)	Outside CPZ (minimum provision)
1 & 2 bedroom	1.25 spaces	1.25 spaces
3+ bedroom	2.25 spaces	2.25 spaces

Standards for electric vehicle charging points are also proposed. Charging points will be expected at residential developments providing dedicated parking. **Table 3** sets out the standards proposed for electric vehicle charging points at non-residential developments. The proposed standards equate to electric vehicle charging facilities for 2% of car parking spaces where more than 20 car parking spaces are being provided.

Table 3: Proposed standards for electric vehicle charging points for Watford borough

Number of car parking spaces	Number of electric vehicle charging points
0-20 spaces	No provision
20-50 spaces	1 charging point
50-100 spaces	2 charging points
Every additional 50 spaces	1 additional charging point

The *Local Plan Part 2* also proposes cycle parking standards for different land uses which are split into long stay and short stay provision.

3.1.4   Policy summary

The key policy objectives across national, regional and local levels of policy are, very broadly:

- Promoting sustainable transport, including low emission vehicles;

- Improving sustainable travel networks;

- Reducing the need to travel;

- Reducing congestion and making the transport network resilient;

- Making best use of the existing network through the use of intelligent transport systems (ITS) and targeted improvements where necessary e.g. to support development;

- Reducing the negative impacts of transport on the economy, environment, health and quality of life;

- Supporting economic growth; and

- Promoting equality of opportunity and improved [sustainable] accessibility.

Policy objectives specifically for parking include:

- Providing adequate high quality town centre parking provision (including for the mobility impaired, cycles and powered two wheelers);

- Providing charging points for electric vehicles; and

- Parking standards which are flexible to local circumstances (within a broader context of restricting developments which generate significant movements to accessible locations, providing mitigating measures to address problems arising from parking demand, and using Travel Plans to manage movement and encourage use of sustainable transport modes).

3.2   Studies which overlap with the Watford Parking Strategy

3.2.1   The Watford Town Centre Multi Modal Review (HCC, 2014)

In 2014 HCC produced a *Watford Town Centre Multi Modal Review*. The review assessed the provision of disabled on-street parking, cycle parking, bus stops, taxi ranks and loading bays and dropped kerbs/other pedestrian provision in light of existing proposals which will affect the use of on-street space in the town centre (such as the proposed contraflow cycle lanes in the town centre).

The review makes specific recommendations in relation to potential relocations of parking, loading and taxi ranking facilities in response to planned changes in the town centre as well as proposing locations for new covered cycle parking.

3.2.2 Taxi Review for Watford Borough Council (Douglas Brodie Ltd, 2014) and subsequent reports

The Taxi Review recommended taking advantage of opportunities to increase taxi ranking in Watford town centre due to the lack of taxi ranking facilities at present. Subsequently, a proposal for alterations to loading bays has been consulted on informally and a survey of the King Street loading bay (one of the potential locations for taxi ranking at certain times of day) has been carried out. This survey concluded that this loading bay would need to be retained as a loading bay during daytime hours (until 5pm).

3.2.3 Working with partners

WBC will work with HCC and other partners to progress the schemes within the Watford Town Centre Multi Modal Review, the Taxi Review and this Watford Parking Strategy in tandem, to ensure a synergy between the schemes being implemented and a shared overall approach to the designation of space in Watford town centre.

3.3 The local parking situation and problems, challenges and opportunities

Some areas of parking are already performing well whilst other areas could be improved. The various parking problems, challenges and opportunities are set out in the following sections. For each type of parking, the problems, challenges and opportunities have been assessed for significance (see key presented in **Table 4**). Opportunities include both things which could be acted on immediately as well as things that could be taken advantage of at a later date.

The majority of parking provision across Watford is for cars rather than for other modes such as bicycles and PTWs. Within the town centre over 5,000 public car parking spaces are available. Further car parking is provided at supermarkets, retail/business parks, workplaces, parks, the hospital and other key locations. Controlled or uncontrolled on-street car parking exists on the majority of Watford's streets; this is used primarily for residential parking. There is a limited number of roads where on-street car parking is not available (generally the main routes into and through Watford).

Table 4: Key to colour coding classification of parking problems, challenges and opportunities

Section	Colour	Meaning
Problems		Significant problem
		Moderate or minor problem
Challenges		Significant challenge
		Moderate or minor challenge
Opportunities		Significant opportunity
		Moderate opportunity or opportunity with greater potential in future

TOWN HALL	On-street space in the town centre – existing situation
Overview	The space in the town centre is used for bus stops, cycle lanes, taxi ranks, loading bays, disabled parking, short stay pay and display parking, general carriageway and footway/pedestrian space. Several competing demands on this space exist.
Problems	There is a lack of space to meet the demands of all users.
	Blue Badge holders have problems parking on-street in the town centre at times.
	The timing of bay designations is confusing.
	The space which could be used for taxi ranking is limited.
	Parking obstructs bus movements in the town centre.
Challenges	There is limited space and it is not possible to meet all users' needs fully and so compromise is necessary.
	A contra-flow cycle lane along the High Street and Lower High Street is planned, which will reduce the space available for taxi ranking and Blue Badge parking along this alignment
Opportunities	A user hierarchy approach can ensure that space is allocated fairly and as efficiently as possible and that the most essential needs (that cannot be met through alternative locations or arrangements) are met adequately.
	On-street space in the town centre is being reconfigured to implement the contra-flow cycle lane along the High Street and Lower High Street. This presents an opportunity for further changes to be implemented alongside these changes.
	Improving the public realm by managing parking has economic benefits.

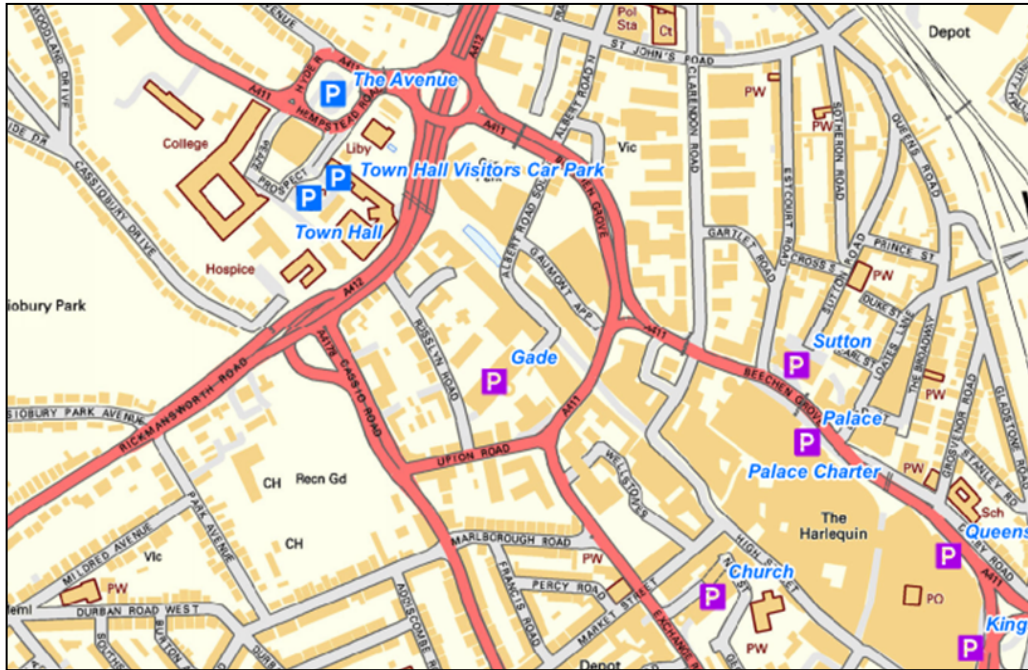|	**Town centre car parking – existing situation**
Overview	Watford town centre has over 5,000 car parking spaces, the majority of which are provided in multi-storey car parks. Three of the multi-storey car parks are controlled by Intu and have direct access into the Intu Watford shopping centre, whilst the remaining three are controlled by the Council. Two surface car parks are available in the town centre area, The Avenue car park and Town Hall car park, which is only open to the general public outside of the Council's opening hours. A limited amount of on-street pay and display car parking is available around the town centre. **Figure 1** shows the location of car parking in Watford town centre. During the week car park demand is well below capacity with only around half of spaces at multi-storey car parks filled during the day. The car parks are much more utilised at weekends and especially during busy times of year (such as in the run up to Christmas) due to Watford's substantial catchment area for shopping.
Problems	The non-Intu car parks are poor quality and badly maintained which means that car parks users have an unpleasant experience (especially at night time) and the first impressions for people accessing Watford by car and using these car parks is poor.
	The pricing structure does not encourage evening visits to Watford or longer visits to Watford.
	The payment methods are not user-friendly or time-efficient and can lead to people queuing to leave the car parks.
	There is insufficient signage to and from the parking both on the roads for people going to the car parks and in the town centre for people returning to the car parks.
	The town centre car parks are very close to the town centre and the majority are accessed from the ring road, which means that everyone travelling to the town centre by car makes use of the road network right in the central area. This creates problems related to the number of cars on the roads. Also, the need to maintain the existing road network to enable this movement conflicts with aspirations to make the urban environment around the town centre less car-centric.
	The multi-storey car parks are not well-utilised on weekdays but capacity is more heavily utilised at peak times such as at the weekend in the run up to Christmas.
Challenges	The Council is limited in what can be achieved in relation to town centre car parking because not all car parks are controlled by the Council.
Opportunities	The Council has started a new contract with a car park operator which includes the refurbishment of the three multi-storey car parks it now controls.
	Technology to streamline the payment process (such as pay by phone) is available.
	Control of three of the multi-storey car parks will enable some management of town centre parking by the Council.

Figure 1: Town centre car parks[5]

|	**Residential car parking – existing situation**
Overview	Many of the residential streets in Watford are controlled by CPZs which restrict the vehicles that can park in them. CPZs have been implemented to give priority to residents and to prevent nuisance parking from non-residents e.g. commuters, football supporters or those wanting to park to reach destinations such as the station or town centre. A review of CPZs was carried out in 2013. Except for minor alterations to the operating hours of existing CPZs the Council Cabinet resolved that CPZ controls relating to operating hours, permits, visitor vouchers and vehicle size restrictions should remain unchanged. **Figure 2** shows the locations of CPZs in Watford. Many of the residential streets in Watford are narrow and have no off-street parking. In these locations there is high demand for parking space which can exceed supply.
Problems	In several residential streets there is a lack of parking space.
	Amendments to CPZs can be controversial. There is not a complete consensus among residents on any particular street as to whether or not a CPZ should be implemented or retained.
Challenges	There is limited space available for parking on many residential roads in Watford.
	Optimising use of space, especially in CPZs, is challenging.
Opportunities	The CPZ system is already well-established in Watford.
	There are opportunities to make residential parking more flexible for other uses at off-peak times of day e.g. for people to access local shops.
	Residential parking standards can ensure new developments are 'future-proofed' by ensuring adequate parking provision is made for low-emission vehicles, bicycles and powered two wheelers.
	In future there may be an opportunity to introduce a residential car club which would enable lower car ownership.
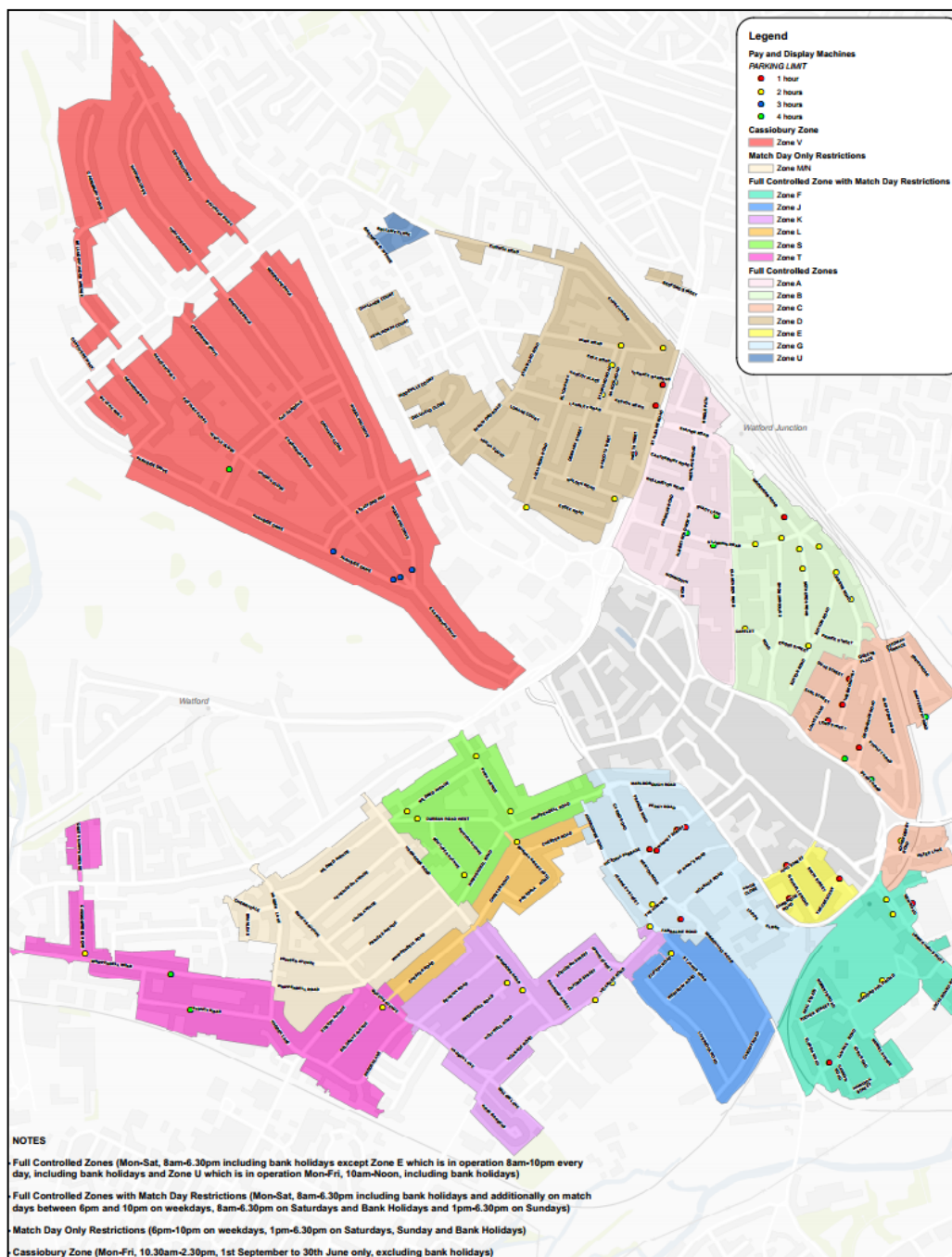
Figure 2: Controlled Parking Zones[6]

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[6] WBC. 2013. *Controlled Parking Zones in Watford* [map]. Available from:
http://www.watford.gov.uk/ccm/content/parking/watford-controlled-parking-zones-map.en

	Workplace car parking – existing situation
Overview	High demand for workplace parking is a problem for many businesses in Watford. Private non-residential parking (especially where it is provided free, as it typically is at workplaces) is also responsible for encouraging travel by car and therefore contributes to the negative effects of car travel including congestion, pollution and severance. Encouraging employees to travel by alternative modes (and to take up other travel behaviours which are more sustainable than single occupancy car use, such as car sharing) has benefits both for businesses and society as a whole.
Problems	Free workplace parking encourages travel by car causing congestion and other negative impacts.
	Many employers have problems with over-subscribed parking.
Challenges	The Council cannot control workplace car parking.
	Balancing the provision of adequate parking for expected growth whilst using parking as a travel demand management tool is challenging.
Opportunities	Business interests in Watford are keen for solutions to the problem of demand exceeding capacity for this type of parking.
	A town-wide Travel Plan could be developed to strategically work with businesses to reduce unnecessary car travel and increase the efficiency of car travel (e.g. through car sharing) which would reduce associated parking problems.
	'Park and pedal' (which operates like park and ride but with users cycling instead of using a bus) could be an option for reducing peak hour congestion and encouraging mode shift, if a suitable location could be found. This scheme has been introduced in York.[7]

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[7] See: http://www.itravelyork.info/park-and-ride/cycling-with-park-and-ride

	Parking outside local shops – existing situation
Overview	There are several local shopping streets outside of Watford town centre, most of which have some on-street parking for shoppers.
Problems	The two key problems with parking outside local shops are highly interlinked: • People wanting to park outside local shops have problems related to the limited availability of parking; and • People parking inconsiderately or dangerously because parking spaces are not available cause problems for other road users.
	Where parking is charged for the cash payment method is considered to be inconvenient.
	Deliveries are perceived to create safety risks for other road users.
	On streets with high traffic flow (e.g. St Albans Road), parking to access the shops delays vehicle movement.
Challenges	There is limited space available outside local shops for providing parking.
	Many local shops are in residential areas where CPZs are in operation which makes providing customer parking more challenging.
	According to consultation responses, most parking enforcement takes place during the day but it is in the evening when parking problems related to people parking outside local shops are most common.
Opportunities	There are opportunities to change the time limits of existing parking (both parking for shopping and CPZ parking) to increase its availability for people wanting to use local shops.
	There are opportunities to improve the layout of parking outside local shops so that it is used more efficiently e.g. by marking out bays.
	Changing the time limits of existing parking could enable more efficient parking enforcement.
	Providing more high quality cycle parking outside local shops would support local businesses and would encourage people to do local shopping trips by bicycle instead of car which could ease pressure on car parking.

	Blue Badge parking – existing situation
Overview	Within the town centre Blue Badge parking is available on the High Street. Designated Blue Badge parking bays are also available in the multi-storey and surface car parks. Parking charges are applicable in the car parks but a car park concessionary scheme (exempting the pass-holder from parking charges) is available for Blue Badge holders who are in receipt of income-related benefits who either live or work in Watford, at a cost of £10 per annum.
Problems	A lack of spaces at key locations: • The High Street • The stations • The hospital • The main library • The mosques • Various local shopping locations.
	The distance between Shopmobility and on-street parking locations was perceived to be a problem by Blue Badge holders.
	Access to Watford Junction parking for Blue Badge holders is poor.
	Bay designations (especially of dual use bays) causes confusion.
	The limitation of the concessionary car park pass scheme to Watford residents and employees only was perceived to be a disadvantage for non-Watford residents with disabilities.
	A number of non-Blue Badge holders felt that there was too much Blue Badge parking in the High Street which detracted from the pedestrian-only environment.
	Insufficient parking in some areas of the High St (e.g. outside banks, lower High St).
	The Blue Badge bays in The Avenue car park are not utilised due to being in an inaccessible location.
Challenges	There is only limited space to provide for all road users' needs including Blue Badge holders.
	The extension of contraflow cycle facilities along High Street/Lower High Street will further reduce the space which is currently available for Blue Badge parking.
Opportunities	There are opportunities to improve the parking situation in the town centre for Blue Badge holders and other users by applying a hierarchy to determine how kerbside space should be used.
	There are opportunities to make the time designations of shared use bays clearer.
	There are opportunities to use the Blue Badge bays in The Avenue car park for alternative uses and provide equivalent Blue Badge parking in a more suitable location.
	The Council control of Church, Gade and Sutton multi-storey car parks provides opportunities to increase or redesign disabled parking bays in these car parks.

	Shopmobility Watford – existing situation
Overview	Shopmobility Watford loans manual and battery powered wheelchairs and scooters free of charge to people with mobility problems. It enables people with mobility problems to access local amenities in the town centre which they might otherwise struggle to access. Users arrive by bus, taxi or car.
	There are currently 15 allocated car parking spaces for Shopmobility users within Church car park. The spaces are managed to ensure that only Shopmobility Watford customers use them. The provision of parking spaces is generally adequate for Shopmobility Watford's service users (it can get busy at certain times of year such as in the lead up to Christmas).
	Shopmobility receives funding from Watford Borough Council but also raises a substantial part of their income through fundraising activities which allows them to offer the service for free to their customers.
Problems	The safety of the pedestrian access route is compromised by some cars failing to stop at the traffic light within the car park which has been implemented for this purpose.
Challenges	Shopmobility Watford could have a higher profile within Watford and be better publicised so more people know about its services.
Opportunities	The Council control of Church multi-storey car park is an opportunity to improve the pedestrian access route to Shopmobility Watford.

	Other car parking problems, challenges and opportunities – existing situation
Overview	There is a number of other problems, challenges and opportunities related to car parking which does not fall under any of the above categories.
Problems	The free movement of buses is obstructed by parking (both legal and illegal). This is particularly the case in the town centre and for routes through West Watford, where there is often insufficient space for two buses to pass each other or for a bus to pass general traffic travelling in the opposite direction. This impacts on bus service quality and the ability of buses to keep to time and provide an efficient service. This is a particular problem at peak times where there is more traffic on the road. This will impact upon the attractiveness of bus services which could encourage greater car use, exacerbating the situation.
	The demand for parking at the hospital exceeds supply and there is not an availability of on-street parking space in the area surrounding the hospital because it is a CPZ.
	The Colosseum was aware of customers who considered the distance from The Colosseum to the multi-storey car parking in the town centre too great. Social safety concerns in relation to returning to the car parks from evening performances had been raised.
	There is a lack of parking for coaches and tour vehicles available in Watford.
	Parking and car use have negative impacts on society, the environment and the economy (e.g. through the costs of congestion). Infrastructure for cars (including car parks as well as road infrastructure) is environmentally intrusive and creates access and severance problems for those travelling by alternative modes.
Challenges	Car is the dominant mode of travel and people expect facilities to be provided accordingly.
	Some of the routes buses take are down residential streets; it would be challenging to alter car parking arrangements to improve bus movements.
	There is limited space available for parking provision at the hospital.
Opportunities	Managing on-street parking can improve the public realm which has economic benefits.
	Providing parking for alternative modes such as bicycles would benefit buses and other road users by enabling and encouraging mode shift away from car travel.
	There are opportunities to improve bus routes by altering parking arrangements to ensure the free movement of buses is possible. For example, in West Watford it might be possible to make some streets one-way and/or introduce contraflow bus lanes. This could help to maximise parking space available as well as helping buses. There may be options to introduce 'red routes' in some areas to prevent vehicles stopping at the kerbside to provide free movement for buses and other vehicles.
	The new Watford Health Campus will improve parking provision as well as improving the provision for accessing the hospital via alternative modes of transport. This will include green routes for pedestrians and cyclists, the Croxley Rail Link (with a station ten minutes' walk from the hospital) and potentially increased bus services to the hospital. This should alleviate existing parking problems in this area.

	Powered Two Wheeler (PTW) parking (motorcycles, mopeds and scooters)– existing situation
Overview	Within the town centre are six motorcycle parks, providing a total of 37 spaces. Ten of these spaces are limited to a maximum one hour stay time. Free motorcycle parking is also available in bays in The Avenue car park and Town Hall car park (during public opening hours).
Problems	Very little PTW parking is available overall and especially in the town centre and at Watford Junction station.
	PTW users noted a lack of signage and information provision related to the PTW parking facilities in Watford.
	Security concerns with some of the existing PTW parking were also raised.
Challenges	Currently PTWs cannot park in the multi-storey car parks but the majority of parking space is located in the multi-storey car parks.
Opportunities	Two of the key problems with existing PTW parking (signage and security) are relatively straightforward to improve.
	Watford has a lot of space allocated to car parking which means that there should be scope to increase PTW parking provision by reallocating car parking space to PTW parking space.
	PTW parking is more space efficient than car parking.
	Several of the multi-storey car parks are now council-controlled and so there may be greater scope to introduce PTW parking in these car parks.

	Cycle parking – existing situation
Overview	Most public cycle parking is provided in the form of Sheffield stands, with several stands in the town centre and at key trip attractors such as Watford Junction station.
Problems	Insufficient spaces in key locations: • The town centre • The stations • Local shopping streets such as St Albans Road • Employment areas including Watford Business Park • Key leisure facilities such as Watford's parks, green spaces and sports facilities
	Security concerns and problems with thefts – a problem for existing cyclists and a major deterrent to higher cycling levels in Watford.
	Abandoned bicycles (this also exacerbates the lack of cycle parking spaces in some locations).
Challenges	Some areas where demand for cycle parking exceeds supply are not under Watford Borough Council's control (e.g. Watford Junction station and the business parks).
	There is no clear responsibility or existing system for managing security features such as CCTV coverage of cycle parking and if these were implemented this would need to be addressed.
Opportunities	It is relatively easy and cheap to install more cycle parking.
	Many locations where there is a demand for more cycle parking easily have enough space to install more parking without affecting other users e.g. on the High Street.
	Good best practice design guidance on cycle parking is already available.
	Provision of cycle parking at bus stops could encourage integrated bus and bicycle journeys.
	Problems with car parking demand on industrial estates are an incentive to install cycle parking.
	The Council's *Sports Facilities Strategy* is an opportunity to ensure cycle parking is included at sports facilities.
	Secure residential cycle parking for properties without storage facilities could be piloted at Council/Housing Association Estates.
	There may be an opportunity to install a Brompton dock at Watford Junction.[8]
	There are opportunities to take advantage of innovative designs for secure cycle parking in Watford. For example, swipe card-operated cycle parking which is more secure and makes carrying a bicycle lock unnecessary[9] or an automated parking system.[10]

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[8] See http://www.bromptonbikehire.com/about-us/
[9] See
http://www.bikeoff.org/design_resource/dr_PDF/dr_facilities_transport_finsburypark_short.pdf
[10] See http://www.falco.co.uk/products/advanced-cycle-products/velominck-automated-cycle-parking-system/

	Taxi and private hire parking and ranking – existing situation
Overview	Watford has a high number of taxis and a small number of taxi ranks or taxi waiting areas. This causes problems for both taxi drivers, taxi users and other road users since the space where taxis can wait is limited. Three taxi ranks are available in the town centre (High Street, New Street and Church Street) and a taxi rank is also available at Watford Junction and Watford High Street stations. Dropping off and picking up facilities for taxi and private hire operators are also limited.
Problems	The space provided for taxi ranks in the town centre and at Watford Junction station is inadequate for the number of taxis operating in Watford.
	The majority of people feel that there are too many taxis in Watford (including taxi drivers themselves).
	The signage to the taxi ranks is poor.
	Taxis stopping or parking outside of designated taxi ranking create problems for other road users, particularly outside Watford Junction station and in the town centre. However, current taxi ranks provide insufficient space for taxis to be accommodated.
	There is a lack of designated space for drop-off/pick-up (both for taxis and cars) in the town centre.
Challenges	The options for creating more space for taxis to wait around the town centre is limited.
Opportunities	It will be relatively easy to improve signage to taxi ranks.
	A redesign of the space outside Watford Junction is anticipated. This should improve the situation in relation to taxis in this location.
	Transport for London (TfL) has published guidelines on taxi ranks at major interchanges which could be consulted in any redesign of the space outside Watford Junction station to ensure that taxi rank facilities fulfil the needs of taxi users and operators.

	Coach parking – existing situation
Overview	At present limited coach parking is available in Watford. Coach parking is available at the Central Leisure Centre but it is understood that the Leisure Centre would like to convert this to staff parking. There are limited other locations where a coach can be parked including Ascot Road, Occupation Lane (private, used by the Football Club) and Shady Lane.
Problems	Current coach parking provision is very limited, creating issues for those groups and businesses accessing Watford by coach (including coaches for performers at shows at the Colosseum, visiting football fans and other trips including school trips to the pantomime).
Challenges	Finding a suitable location for more coach parking is challenging.
Opportunities	There is the potential for more coach trips to Watford which would benefit the local economy if the coaches could be accommodated.

	Freight vehicle parking, loading and unloading – existing situation
Overview	Servicing in Watford takes place in both on-street and off-street locations. On-street loading bays are available in the town centre and on some local shopping streets. Freight transport is an area where there are several options for improving operations by introducing new policies and strategies. This can reduce the impact on other road users (and society more broadly) of freight vehicles using on- and off-street space to load and unload, whilst supporting businesses' needs.
Problems	The current loading situation in Watford town centre is sub-optimal because of a lack of management of off-street loading areas meaning that more loading happens on street unnecessarily.
	There is a lack of overnight parking for large vehicles in Watford. This is particularly relevant for support vehicles e.g. for shows at the Colosseum.
	There is no provision in CPZs for delivery vehicles.
Challenges	Personal deliveries to work are a key challenge for the freight industry due to the increase in the number of deliveries to business premises that they create.
Opportunities	There are options for reconfiguring existing loading bays to improve the situation for freight operators and other road users.
	Transport for London has published several best practice guidance documents related to freight management (see **Appendix C**). These can be used for developing strategies for Watford (which has similar issues to London but on a smaller scale).
	There are opportunities to consolidate deliveries through working with businesses or piloting strategies within the Council.
	There are opportunities to retime deliveries to minimise the impact of servicing e.g. in the town centre.
	There are opportunities to alter restrictions depending on the time of day to optimise delivery patterns e.g. so that deliveries which take longer are carried out at quieter times of day.

3.4 Wider context

Watford is expected to grow substantially in coming years: the Local Plan *Core Strategy* (WBC, 2013) target for housing delivery is 6,500 homes from 2006-2031 (an average of 260 dwellings per annum) and the target for jobs growth over the same period is 7,000. Major development proposals in Watford include:

- The Watford Health Campus (a mixed-use development including enhanced hospital facilities, public space, employment space and housing);

- The redevelopment of Charter Place (which will provide new retail space, a cinema, leisure complex, restaurants and public space); and

- The Croxley Rail Link[11] which will improve east-west public transport connections in Watford and provide an important public transport link to

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[11] The extension of the London Underground Metropolitan line from Croxley to Watford Junction via Watford High Street, with new stations at Ascot Road (Cassiobridge) and at Vicarage Road.

the hospital as well as having several other benefits for Watford. By providing an alternative to travel by private car for some journeys, this will reduce demand for car parking in some areas.

There are also aspirations related to redevelopment of the area around Watford Junction and the Western Gateway (an area focused on Watford Business Park) to provide more housing, employment space and other land uses. The Strategy also includes an aspiration to increase the number of jobs within the wider town centre area.

A pilot Growth & Transport Plan has been developed by Hertfordshire County Council to ensure that growth in Watford is both planned for and capitalised on in transport terms. The Plan proposes transport capacity enhancement schemes and other supporting measures to maximise the efficiency of use of the existing transport network.

Within this context of expected growth, the Parking Strategy aligns with Watford Borough Council's approach to transport provision (which is to reduce congestion, to promote environmentally sustainable movement and to reduce the overall need to travel, see further details below). It focuses on making the best use of existing space and provision within a framework which prioritises travel behaviour which is sustainable (environmentally, socially and economically).

In addition, as noted above, HCC has produced a *Watford Town Centre Multi Modal Review*. It is expected that the proposals recommended in this review will, subject to consultation and funding availability, be implemented in the near future (the review mentions 2015/16 delivery). It will be important to work with HCC to ensure that these proposals and the parking policies outlined in Section 4 work in tandem.

3.5   The parking strategy vision and objectives

The parking strategy vision and objectives are based on the local objectives for transport in Watford and national best practice guidance objectives for parking strategies and policies.

3.5.1   Watford Core Strategy vision and objectives

The *Core Strategy* (WBC, 2013) vision includes the following elements:

> *"Watford will offer a modern highly sustainable environment providing easy access to jobs and services… Watford town centre will strengthen its regional role by developing further its vibrant mix of shops, offices, leisure and cultural activities, within a highly accessible pedestrian and cycle friendly environment… Residents will have the opportunity to choose healthier lifestyles with access to a range of leisure opportunities, as well as more opportunity to walk or cycle."*[12]

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[12] WBC. 2013. *Watford's Local Plan: Part 1: Core Strategy* [online], pp. 12-13. Available from: http://www.watford.gov.uk/ccm/content/planning-and-development/core-strategy/adopted-local-plan-core-strategy.en

The overarching vision and objectives for transport in Watford are to reduce congestion, to promote environmentally sustainable movement and to reduce the overall need to travel.[13] The Core Strategy vision has a clear focus on developing and improving sustainable transport links which will enable people to make greater use of alternatives to the car. The parking strategy can support the *Core Strategy* vision and objectives by:

- Ensuring adequate space is allocated for environmentally sustainable modes of transport e.g. through cycle parking, ensuring space for parking is not provided at pedestrians' expense, and the provision of bus stops;

- Ensuring interchange facilities are provided to enable use of public transport (such as cycle parking at stations and convenient bus interchange);

- Minimising the impact of parking on movement along the road network through policies which influence the use, design and location of parking and access to parking;

- Minimising the impact of car parking and car use on the ability of people to use alternatives modes of transport including cycling, walking and using public transport;

- Influencing travel patterns in Watford through the various parking policies contained within the strategy; and

- Providing for services which reduce the overall need to travel (such as space for home delivery vehicles in residential areas).

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[13] WBC. 2013. *Watford's Local Plan: Part 1: Core Strategy* [online], p. 84. Available from: http://www.watford.gov.uk/ccm/content/planning-and-development/core-strategy/adopted-local-plan-core-strategy.en

3.5.2 Best practice guidance objectives for parking

The objectives of the parking strategy are broadly based upon those listed in *Parking Strategies and Management* (IHT, 2005) and are set out in **Table 5**.

Table 5: Best practice guidance objectives for parking

Main objective	Sub-objective
Accessibility	To retain a reasonable level of access by private car.
	To enhance access by other modes of transport.
	To promote a quantity and type of parking stock which is in accordance with the two objectives above.
	To allocate space in locations appropriately to achieve the two objectives above (e.g. locating short stay more conveniently than long stay parking).
	To ensure parking at new developments achieves these objectives.
Economic vitality	To facilitate good access by all modes.
	To manage parking to encourage short stay/leisure or retail visits (rather than commuting) to the town centre and at local shopping destinations.
	To set charging to ensure a reasonable balance between supply and demand at all times.
	To ensure parking revenues cover parking costs.
Efficiency	To pursue use of shared parking where possible, particularly at new developments.
	To explore where parking controls could be used to ensure road space is used more efficiently e.g. to provide space for bus or cycle lanes.
	To prevent inconsiderate or inappropriate parking activity obstructing other road users.
	To increase the proportion of parking that is under local authority control.
	To use Travel Plans to reduce demand for private non-residential parking.
Environmental quality	To minimise visual intrusion caused by parked cars.
	To design parking areas, structures, signs and markings so they don't detract from the surrounding environment (and adapting existing ones).
Safety and security	To improve the quality and standard of car parking provision.
	To prevent inconsiderate or inappropriate parking activity endangering other road users.
	To achieve Secured Car Park status for all Watford car parks.
Social inclusion and equity	To ensure priority for pedestrian movement over parking at new developments.
	To ensure on-street space is used fairly by considering a hierarchy of needs.
	To ensure guidance on parking fits within an overall hierarchy for the allocation of space in the town centre which reflect wider objectives.

3.5.3 Watford-specific parking objectives

The objectives for the specific types of parking in Watford were developed by considering the best practice guidance objectives in relation to the parking situation in Watford for the different types of parking. They are set out in **Table 6**.

Table 6: Objectives for specific types of parking in Watford

Type of parking	Objective	Reason
	The control and management of residential parking (existing and future)	To ensure that there is a balance between supply and demand.
		To ensure parking does not occur in inappropriate locations and create traffic problems.
		To ensure that the limited space available is used in the most efficient way possible.
	Using parking policy to achieve a reduction in unsustainable car commuting into Watford	To reduce the problems associated with car commuting e.g. congestion, air quality, detraction of the local environment.
		To strengthen Watford economically by optimising use of the road network, ensuring businesses continue to be attracted to Watford and encouraging healthier commute patterns among the workforce.
	Ensuring limited town centre kerbside space is allocated to those who need it most	There is not enough space in the centre of town to fully meet the demands of those who wish to use this space, and so compromise is necessary.
		In combination with other policies being taken forward on this, the parking strategy can support a hierarchical approach which can be applied to determine the best use of town centre space.
	Supporting retail viability through parking policy (town centre and local shops)	To ensure there is adequate parking for shoppers who arrive by car whilst taking a balanced approach, so that parking policy also encourages the use of more sustainable modes.
	Ensuring the parking strategy enables provision of parking for different modes and space for different kerbside uses	To ensure the parking needs of Blue badge holders are considered.
		To ensure adequate cycle parking is provided to facilitate mode shift to cycling.
		To ensure the parking needs of powered two wheeler users are considered, including the provision of secure locking points where provision for powered two wheelers is made.
		To ensure space is available for other parking needs and kerbside uses, such as loading and taxi bays and bus stops.
		To ensure that parking policy supports more sustainable types of car travel (e.g. car club/car share vehicles and electric vehicles).

3.6   Watford street type hierarchy

In order to determine what type and level of parking should be provided on different roads, a street type hierarchy for Watford has been developed and forms the basis for the parking strategy as a whole. This forms the basis for other parking strategy policies. The hierarchy includes a matrix of street types which can be used to classify streets based on their place and movement qualities. Each street type has a set of general and parking-specific priorities which should be considered when determining how to allocate limited road space fairly. Six types of street functions are used to define the challenges for each street type and five types of tools for addressing the challenges have been identified.

The street type hierarchy is based on the Transport for London Roads Task Force's 'London's street family' (TfL, 2013),[14] adapted for Watford. The street type hierarchy provides a framework for balancing different demands, functions and priorities on streets and makes 'trade-offs' a transparent, conscious and easily understood part of decision-making process.

The hierarchy also allows a flexible approach to parking policy for different streets. Policy can be flexible to the variety in road space uses at certain times of day or days of the week so that the use of space can be optimised. The hierarchy can also be used to structure changes to a street where an aspiration for it to serve a different function to its existing configuration exists, or where its type will change as a result of development.

The street type matrix is intended to be used to consider both network- and location-specific needs so that the local and strategic priorities of a street are considered. A single road may be more than one street type along its length as its function and configuration changes. For example, the single carriageway and dual carriageway sections of St Albans Road would be different street types.

Applying the Watford street type hierarchy to the roads in the borough will enable balanced solutions to parking and other transport challenges on Watford's streets. It is recommended that an early exercise related to the parking strategy should be to classify all roads within Watford borough using the matrix. This exercise will be useful for the development and implementation of other types of transport policies as well as parking policy if the council should wish to extend the matrix of priorities beyond parking.

3.6.1   Street type hierarchy matrix

Figure 3 shows the street type hierarchy matrix for Watford.

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[14] Tfl. 2013. *London's street family: Theory and case studies* [online]. Available from: https://www.tfl.gov.uk/corporate/about-tfl/how-we-work/planning-for-the-future/roads-task-force/rtf-supporting-documents

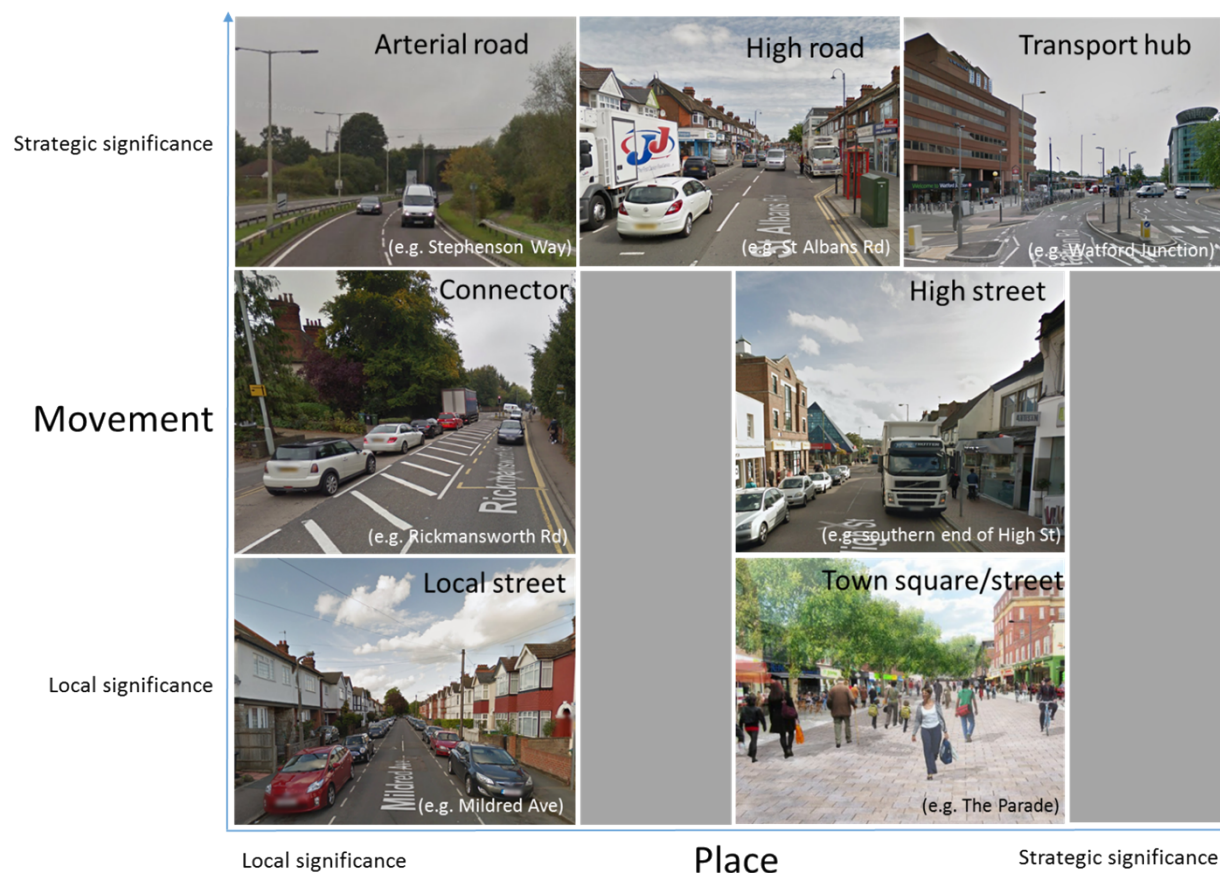**Figure 3: Watford street type hierarchy [15]**

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[15] Source for images: Google. 2015. Google Streetview; http://www.watfordobserver.co.uk/news/9740512.Plans_for_revamped_Parade_unveiled/?ref=rss (The Parade) [original source unknown]

3.6.2 Functions of the road network

The road network is multifunctional and has the following functions:[16]

- Moving – people, goods and services;

- Living – streets need to be welcoming and inclusive and support economic, cultural and community activities to fulfil their 'place' role;

- Unlocking – improving accessibility, connectivity and quality of areas earmarked for major growth;

- Functioning – ensuring essential access for goods and services and upgrading of utilities under the roads;

- Protecting – improving safety and reducing collisions (especially those which involve vulnerable road users) and ensuring people feel secure; and

- Sustaining – reducing emissions and supporting greener, cleaner, quieter streets and a healthier, more active town.

The matrix's 'movement' axis relates to the road network's moving function whilst the 'place' axis relates to living, unlocking and functioning functions. Protecting and sustaining are related to both axes. The challenges related to the different street types can be categorised into these key functions.

The priorities and challenges for each street type (both in terms of general priorities and parking-specific priorities) are set out in **Section 3.6.3**. Some general tools for addressing challenges which apply to all street types are set out in **Section 3.6.4**.

3.6.3 Priorities and challenges

Each street type has a distinct set of general and parking-specific priorities and challenges as set out below. The general priorities and challenges are based on the priorities and challenges for the different street types as identified in the TfL *London's Street Family* (TfL, 2013),[17] adapted for the Watford street type hierarchy. The parking-specific priorities and challenges have been identified based on the general priorities and challenges, the results of stakeholder consultation and best practice guidance. In each case priorities are listed in order of importance, although in some circumstances their relative importance might vary from this order. Due to the relative responsibilities of Watford Borough Council and Hertfordshire County Council, not all of the priorities are within Watford Borough Council's remit. Those which are under WBC's responsibility are highlighted in **bold** and those which both authorities have some responsibility for are highlighted in *italics*.

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[16] Based on Tfl. 2013. *London's street family: Theory and case studies* [online]. Available from: https://www.tfl.gov.uk/corporate/about-tfl/how-we-work/planning-for-the-future/roads-task-force/rtf-supporting-documents. Transport for London's Road Task Force identified six general functions of streets and five types of tools for addressing challenges related to streets. These functions and tools are generic and transferable to non-London contexts.

[17] Tfl. 2013. *London's street family: Theory and case studies* [online]. Available from: https://www.tfl.gov.uk/corporate/about-tfl/how-we-work/planning-for-the-future/roads-task-force/rtf-supporting-documents.

ARTERIAL ROAD	

GENERAL	
Priorities	**Challenges**
• More reliable vehicular journey times; • Less congestion; • Sufficient capacity for private vehicles and freight; and • Mitigating local impacts e.g. severance.	• Congestion during peak periods; • Daily customer experience needs to be more consistent; and • Severance between the areas they pass through.
PARKING SPECIFIC	
Priorities	**Challenges**
• N/A - no parking or other kerbside facilities would be provided on an arterial road.	• N/A - no parking or other kerbside facilities would be provided on an arterial road.

HIGH ROAD

GENERAL	
Priorities	**Challenges**
• Reliable journeys for vehicles; • Bus priority; • Safer, inclusive and higher quality pedestrian environment (including 20mph limit); • Accessibility of local services, shops and access for freight.	• Congestion causes delays and, combined with high traffic volumes, can create severance/reduced amenity; • Poor urban realm; • Road safety can be poor as the intensity of interactions can result in a high number of collisions.

PARKING SPECIFIC	
Priorities	**Challenges**
• **The clear movement of vehicles. Parking should not cause delay to vehicle movement, particularly buses;**[18] • **Parking should not endanger other road users, particularly cyclists;** • **Loading facilities for any premises on the high road where off-street loading facilities are not provided;** • **Cycle parking provision;** • *Bus stops (if a bus service passes along the street);* • **Short stay disabled parking provision;** • **PTW parking provision;** • **Drop-off/pick-up area;** • **General short stay parking.**	• Providing parking along high roads impacts upon vehicle movement; • Providing loading facilities; and • Allocating space between different users generally.

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[18] The police also have responsibility in relation to parked vehicles which cause safety hazards under criminal law (Reference: Butcher, 2014. Parking: policy - Commons Library Standard Note SN02235. Available online: http://www.parliament.uk/briefing-papers/SN02235/parking-policy)

TRANSPORT HUB*	

GENERAL	
Priorities	**Challenges**
• Transport interchange (e.g. between train and bus or train and bicycle); • Access for buses; • High-quality environment for pedestrians and cyclists; • Urban realm to support regeneration and attract redevelopment (where applicable); • Improved safety and environmental quality; • Sufficient movement for network functioning.	• The volume, complexity and diversity of demands makes the balance hardest to strike here; • It is common for transport hub locations to under-perform against the 'place' functions.

PARKING SPECIFIC	
Priorities	**Challenges**
• *Sufficient bus stop provision for routes serving the station;* • **Sufficient high-quality and secure cycle parking for bike-rail commuters;** • **Sufficient secure PTW parking;** • **Designated controlled taxi ranking which does not obstruct vehicle movement, particularly buses;** • **Convenient drop-off/pick-up area which does not obstruct vehicle movement, particularly buses;** • **Adequate disabled parking provision (short stay and long stay);** • **Parking should not endanger other road users, particularly pedestrians and cyclists; and** • **An appropriate level of short and long stay general car parking for station users.****	• Prioritising limited space in the vicinity of a transport interchange between different uses; • Ensuring parking provided does not impede movement or compromise on safety around the transport interchange; and • Providing solutions where needs cannot be adequately met in the space available.

*The 'Transport hub' street type

At present Watford Junction is the only major transport hub in Watford. In future Croxley Rail Link stations (e.g. Cassiobridge station) could become significant transport hubs. The principles for a transport hub also hold true for the smaller stations within Watford such as Watford High Street and Watford North stations although the movement and place functions of these locations would be much lower than at Watford Junction.

**Station car parking provision

The Evaluation of the pilot programme of Station Travel Plans (RSSB, 2012) found evidence of increased car use at stations where there were large increases in car parking provision. However, there was also a substantial growth in patronage at these stations (for a range of reasons). This suggests that in certain locations car parking enables people to use car-and-rail rather than car-all-the-way. Because there are several stations in close proximity to each other in the Watford area it is less likely that people would need to drive into Watford from outlying areas in order to be able to catch a train. Over-providing car parking could therefore encourage unnecessary car use.

CONNECTOR	

GENERAL	
Priorities	**Challenges**
• Providing reliable journeys for motorised vehicles; • Good environment for pedestrians and cyclists; • Reliable bus journeys where bus routes pass through connectors; and • Road safety.	• Congestion in peak periods in particular in close proximity to junctions with more strategic roads; • Wayfinding and legibility; • Street lighting.

PARKING SPECIFIC	
Priorities	**Challenges**
• **The clear movement of vehicles. Parking should not cause delay to vehicle movement, particularly buses;** • **Parking should not endanger other road users, particularly cyclists;** • *Bus stops (if a bus route passes along the street);* • **Provision of residential cycle parking if there is housing along the route which does not have dedicated storage space (e.g. garage or garden shed with direct access on to the road);** • **Provision of secure residential car and PTW parking where it will not delay vehicle movement (if there is housing along the route).** • **Provision of disabled customer parking if there are any local facilities (such as a Doctors Surgery) situated along a connector road, if possible.**	• Providing parking along connectors impacts upon vehicle movement.

HIGH STREET	

GENERAL	
Priorities	**Challenges**
• A high-quality environment for pedestrians, with good and frequent (informal) crossings; • Good facilities for service vehicles to ensure local businesses can easily receive deliveries; • Road safety and a slower speed environment; • Accessibility for sustainable modes, for example, buses and cyclists.	• Congestion; • Road safety; • Inadequate provision for deliveries and servicing; • Quality of place.
PARKING SPECIFIC	
Priorities	**Challenges**
• *Sufficient bus stop provision for routes serving the high street;* • **Cycle parking provision;** • **Parking should not endanger other road users, particularly cyclists;** • **Loading facilities for any premises on the high street where off-street loading facilities are not provided;** • **Short stay disabled parking provision;** • **PTW parking provision;** • **Drop-off/pick-up area;** • **General short-stay car parking for business customers.** • **[Residential parking after businesses have closed if there are also residential properties along the high street (e.g. above shops)]**	• Providing facilities for loading; • Getting the balance right between parking provision to support the economy of local high streets and other priorities on high streets.

LOCAL STREET	

GENERAL	
Priorities	**Challenges**
• Accessible and safe pedestrian environment; • **Parking for residents and car clubs/car sharing;** • Providing an environment serving the diverse needs of local residents including older people and children; • Through movement of traffic should be discouraged with connectors providing better alternative routes.	• Rat-running; • Poor lighting; • Management and maintenance issues.
PARKING SPECIFIC	
Priorities	**Challenges**
• **Provision of secure residential cycle parking if there is housing along the route which does not have dedicated storage space (e.g. garage or garden shed with direct access on to the road);** • **Car club/car sharing spaces;** • **PTW parking provision for residents;** • **Car parking provision for residents;** • **Space for freight vehicles to stop e.g. for home deliveries, waste collection, people moving house;** • **Parking should not endanger other road users, particularly pedestrians and cyclists;** • **Parking should not obstruct the footway.**	• Designating space for bicycle storage (where this is necessary); • The overall amount of kerbside space (where no off-street residential parking is available); • Providing space for home deliveries; • No car club is currently operating in Watford.

TOWN SQUARE/STREET	

GENERAL	
Priorities	**Challenges**
• Free pedestrian movement in a high quality environment; • Safe and secure urban environment; • User satisfaction/footfall/ambience; • **Good connections at the edges such as cycle parking, bus stops and parking spaces;** • **Adequate delivery/servicing facilities through inset loading bays, delivery and servicing plans, and timed access (servicing should ideally take place out-of-hours).**	• Difficult to provide good facilities for delivery and servicing during particular times of the day when footfall is high; • Poor-quality urban environment can impact the vibrancy of these streets.

PARKING SPECIFIC	
Priorities (at the <u>edges</u> of town squares/streets)	**Challenges**
• *Sufficient bus stop provision for routes serving the town centre;* • **Sufficient cycle parking provision, both high quality short stay cycle parking in the public realm and secure long stay cycle parking facilities;** • **Sufficient secure PTW parking;** • **Designated controlled taxi ranking which does not obstruct vehicle movement, particularly buses;** • **Convenient drop-off/pick-up area which does not obstruct vehicle movement, particularly buses;** • **Loading facilities for high street premises that do not have off-street loading facilities. Loading bays inset where possible to improve ease of servicing and deliveries;** • **Adequate and accessible disabled parking provision (short stay and long stay) within a reasonable distance of the town centre, with some short-stay provision in the immediate vicinity of essential facilities;** • **Parking should not endanger other road users, particularly pedestrians and cyclists;** • **Parking should not obstruct pedestrian movement.** • **If possible, facilities for coach drop off should be provided; long stay coach parking should be provided at a separate location.**	• Overall design of space to maximise efficiency of use; • Balancing the need for quality pedestrianised public realm with providing some parking facilities for the prioritised uses; • Designating space (and time) adequately between the different prioritised uses.

3.6.3.1 Flexibility

In order to accommodate multiple street functions it will be appropriate to treat road space differently depending on the time of day in many locations. This could include, for example, enabling short stay shopper parking on local streets adjacent to high roads or high streets to support businesses and to decrease the impact of parking manoeuvres on movement along high roads/streets, or varying the use of kerbside space at different times of day.

3.6.4 Tools

In order to improve streets so that they better fulfil their different functions, several tools are available. The key tools available to improve streets were identified by the TfL Roads Task Force. These are:[19]

- **Infrastructure and assets fit for the future** e.g. enhanced safety features, use of innovative materials/technology, future flexibility, basic street improvements, greener streets;

- **More efficient/flexible use of space** e.g. more efficient people movement, safe speed environment, fun and active streets, providing space for stopping, re-imagined streets and places;

- **Intelligent systems and management** e.g. more dynamic on-street information, a stronger customer focus, congestion hotspot busting, better targeted enforcement;

- **Changing behaviour/managing demand** e.g. retiming freight, re-moding freight/services [shifting freight and other servicing activities to other modes], smart work centres and practices, next generation travel demand schemes, active network management, parking policy, land use planning; and

- **Substitute/re-located/enhanced capacity**.

All these tools are relevant for addressing parking challenges and several of the parking policies in **Section** 4 make use of these tools in some way.

3.6.4.1 Additional parking needs

In addition to the parking priorities for the different street types outlined above, other specialist parking requirements need to be included in the strategy to address the problems identified in **Section 3.2**. Designated parking for coaches and other large vehicles is needed to support the local economy and is essential for venues such as the Colosseum and the Football Club. **Section** 4 sets out policy related to this.

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[19] TfL (Roads Task Force). 2013. *London's street family: Theory and case studies* [online]. Available from: https://www.tfl.gov.uk/corporate/about-tfl/how-we-work/planning-for-the-future/roads-task-force/rtf-supporting-documents; TfL (Roads Task Force). 2013. 'Chapter 2 Part 2: The toolbox'. *In: The vision and direction for London's streets and roads* [online]. Available from: https://www.tfl.gov.uk/cdn/static/cms/documents/rtf-report-chapter-2-part-2.pdf

4   The Parking Policies

A set of policies has been developed based on the street type matrix parking priorities as well as the problems and opportunities identified through consultation and analysis of the existing parking situation. A matrix of the parking strategy policies and objectives has also been produced (see **Appendix D**); this shows how the parking policies will meet the objectives outlined in **Section 3.5**.

It is intended that the parking policies contained within the strategy be reviewed on a regular basis and refreshed to take into account progress on initial policies, new policy aspirations and changes to the parking situation which may mean that proposed policies are no longer relevant (see **Section 5.5** on the monitoring and review process). **Table 7** sets out the policies and **Sections 4.1 to 4.9** give details on each of the policies.

Table 7: Summary of parking policies

Mode	Policy
General (all modes)	G1: Street type matrix analysis
	G2: On-street space in the town centre
Car	Ca1: Improve the car parking offer in the town centre
	Ca2: Formalise short-stay parking provision within the town centre
	Ca3: Implement 'pay-by-phone' or similar modern payment system at pay and display locations within Watford
	Ca4: Continue reviewing options for the multi-storey car parks
	Ca5: Ensure car parking revenue is used to fund transport interventions
	Ca6: Work with businesses to encourage employees to commute by alternative modes to ease parking pressure and congestion
	Ca7: Improvements to parking in residential CPZs and residential parking in the town centre
	Ca8: Improvements to on-street parking outside the town centre
Blue Badge and Shopmobility	BB1: Improve Blue Badge parking offer in the town centre
	BB2: Improve Blue Badge parking offer in other key locations
	BB3: Improvements to access to Shopmobility Watford
PTW	P1: Increase PTW parking at key locations and review existing parking
	P2: Improved signage/information provision on parking for PTW users
Cycle	Cy1: Increase short stay cycle parking at key locations
	Cy2: Develop a secure long-stay cycle parking facility in the town centre
	Cy3: Provide small-scale secure cycle parking at relevant locations
	Cy4: Pilot secure residential cycle parking provision
Taxi	T1: Optimise taxi rank and drop-off/pick-up facility provision in line with other changes in the town centre
	T2: Improve signage to taxi ranks within the town centre
Coach	Co1: Develop a coach drop off facility in the vicinity of the town centre and long stay coach parking
Freight vehicles	F1: A pilot Delivery and Servicing Plan (DSP) for the council

4.1   Street type matrix analysis

Policy G1: Street type matrix analysis

DETAIL
The Watford street type matrix provides a framework for decisions related to parking. The matrix should be used to classify all of Watford's streets to form the basis for future decision-making (with the understanding that streets could move from one street type to another if there was an aspiration for this and appropriate interventions to change the nature of the street were put in place).
It is recommended that a workshop with key transport officers is organised for the street-type classification process. It would be advisable to provide officers with information on the matrix prior to this session so they have the opportunity to familiarise themselves with the concept. Both information contained within this strategy and existing Transport for London documents[20] would be useful for this purpose.

OUTCOMES
This policy will enable effective and fair decision making in relation to how to prioritise space on Watford's streets. It can also be used to explain or justify the rationale for proposed parking interventions and can be used as a tool in consultation discussions.

ACTIONS	TARGETS
1. Classify all of Watford's streets using the street type matrix.	Within six months

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[20] https://www.tfl.gov.uk/corporate/about-tfl/how-we-work/planning-for-the-future/roads-task-force/rtf-supporting-documents

4.2 On-street space in the town centre

	Policy G2: On-street space in the town centre

DETAIL

Taking in to consideration:

1. The space available in the town centre (based on existing layout and planned changes);
2. The street type matrix priorities for 'town square/street'; and
3. The proposals for changes to space allocation contained in the short term in the Watford Town Centre Multi Modal Review and the Watford Taxi Review and subsequent work

a comprehensive plan of desired space allocation in the town centre should be developed, in collaboration with HCC and other partners. This should then be implemented via progression through the necessary consultation and design processes.

Focusing on the High Street, based on the priorities and needs for a town square/street, it might be appropriate to:

- Reserve space near to key amenities for those with severe mobility impairments;
- Reduce general space available for Blue Badge parking for those who do not have severe mobility impairments, whilst providing an equivalent quantity of Blue Badge parking in other convenient locations to counteract any reduction;
- Provide regulated space for drop-off/pick-up (whilst minimising any negative impacts of taxi/private hire vehicle movements as far as possible through the location and design of drop off/pick up facilities);
- Provide more space for cycle parking (this can be accommodated off the carriageway and therefore does not need to take space away from other kerbside uses);
- Redesign space to facilitate smooth bus movement through the area (e.g. by reviewing access and egress of buses to bus stops and changing any space allocation or restrictions to make improvements);
- Designate some space for PTW parking in an appropriate location (e.g. in the non-pedestrianised section of the High Street);
- Introduce loading bay management for existing loading bays; and
- Research the opportunity for more deliveries to take place at off-street loading facilities that may currently be underutilised.

Especially where overall space allocation has changed, a stringent review process will need to be followed to ensure that any unintended impacts can be addressed. It may be appropriate to address concerns about the confusion caused by bay designation times as part of the redesign of the High Street.

OUTCOMES

The re-designation exercise will allow the space within the town centre to be assessed holistically. Once any changes are implemented the use of space in the town centre should be more fairly split between the different users.

ACTIONS	**TARGETS**
1. Create a plan of the desired allocation of space in the town centre.	Within one year
2. Identify where any displaced parking/kerbside uses will be relocated where relevant.	Within one year
3. Detailed design and consultation.	Within two years
4. Implementation.	Within three years
FUTURE	

It may be appropriate to repeat this exercise for local shopping streets in Watford as a way of rationally organising the on-street space available for the needs of different users.

4.3   Car parking policies

TOWN HALL	**Policy Ca1: Improve the car parking offer in the town centre**

DETAIL

There are four main areas of improvement for the town centre car parks and two potential additional measures. The four main areas of improvement are:

1. **Car park quality**

The quality of the non-Intu multi-storey car parks is being raised as part of the new management contract. This should include cosmetic improvements and regular cleaning (with a particular focus for both on stairwells, lifts and underpasses) as well as enhanced security features such as better lighting and CCTV. A user experience strategy should be developed to structure improvements (effectively a formalisation of the changes which are planned to occur anyway as well as identification on any supporting measures required e.g. signage).

2. **Pricing structure**

The evening pricing structure should be amended. The out of hours charge (applied to cars parked between 1am and 7am at £1 an hour up to £6) should be removed. The evening rate should be amended to reflect the fact that there is no need to deter commuters at this time and that there are fewer options for accessing the town centre (e.g. public transport services) at this time. This could involve a flat rate for evening parking or charging in half hour increments.

It may be appropriate to alter the pricing structure for The Avenue car park so that it is more similar to the multi-storey car parks since there is no reason for the difference in price at this car park. Alternatively, it might be appropriate to limit daytime parking (e.g. to a maximum stay of four hours) to provide more short-stay parking near to the Town Hall, library, leisure centre etc.

3. **Payment methods**

Pay-and-display is perceived to be inconvenient and outdated by users and several stakeholders suggested alternative payment methods such as pay by phone. The potential to introduce a pay-by-phone system should be explored. In addition, the potential to upgrade from pay-and-display at The Avenue and Town Hall car parks should be explored.

4. **Signage and wayfinding**

Signage and wayfinding measures should be improved to make it easier for people to find their way to and from the car parks both on foot and when driving. This should include:

- Signage from the car parks to key destinations (possibly by extending the existing monolith/minilith mapping to the car parks);
- Signage making the entrances to the car parks more prominent and to help drivers determine which lane to use for accessing each car park; and
- Signage to help drivers decide which car park to use depending on their final destination.

Potential additional measures

Evening car parking changes

In order to provide a higher quality evening experience in the car parks, it might be possible to close one of the car parks at night-time. This would increase footfall at the car parks which did remain open which would increase feelings of social safety and would make some operational aspects (e.g. staff presence) more economical to provide. Staff patrols of the car parks at night was proposed in public consultation responses as a measure to improve the experience of using the car parks in the evening, as was an at-grade pedestrian access route to The Avenue (rather than current access arrangements which are by subway only).

Parking space size and layout review

As part of the refurbishment of the car park, the size and layout of parking bays should be reviewed; if parking is hard to use it will be off-putting and could lead to people parking elsewhere or travelling to an alternative destination. A general suggestion in the public consultation results was to have wider bays in the car parks to prevent damage to vehicles.

OUTCOMES	
Improving the quality, pricing and payment experience of the car parks will improve the experience of people visiting Watford by car and ensure Watford is perceived to be an attractive place to visit. Improving signage will make it easier to get to and from the car parks.	
ACTIONS	**TARGETS**
1. Develop a user experience strategy for the car parks (in collaboration with the car park operator). The strategy should include signage/wayfinding. Review the size and layout of the spaces as part of the strategy.	Within two years
2. Work with the car park operator to implement and monitor the implementation of the user experience strategy.	Over the period of improvement
3. Decide on an evening car parking pricing structure.	Within two years
4. Implement any changes to evening car parking pricing.	Within three years
5. Review and make changes (if applicable) to The Avenue pricing structure.	Within three years
6. Research pay-by-phone/alternative methods and suppliers.	Within one year
7. Introduce pay-by-phone (or alternative).	Within two years
8. Review additional measures.	If relevant, set targets for them as part of the review and monitoring process
FUTURE	
In future there may be a need to balance parking provision with demand for land in central locations. It may be justifiable to redevelop one of the multi-storey car park sites. It may also be appropriate to increase the number of parking/charging points for electric vehicles. In future there may be opportunities to take advantage of connected car technology for providing parking information to people accessing the town centre by car.	

TOWN HALL	**Policy Ca2: Formalise short-stay car parking provision within the town centre**

DETAILS
At present there is no parking in the town centre which is specifically designated for short stay use. Options for providing short stay parking (e.g. 1-2 hours) include: • Converting The Avenue car park for short stay use; • Making 'shared use' arrangements with a private car park (e.g. the Sainsburys on Gaumont Approach). This could involve introducing charges and a time restriction in the car park with customers of the supermarket getting a refund on parking, and CPE being carried out by the existing CPE team. This could be a complex arrangement to implement in practice; • Designating lower floors of one or more of the multi-storey car parks for short stay users. This could also be hard to enforce.

OUTCOMES
This will ensure short stay parking is convenient e.g. for people parking to access facilities such as banks, the leisure centre etc.

ACTIONS	TARGETS
1. Explore options for short stay parking and reach a decision on whether one of them should be pursued.	Within one year
2. If applicable, implement the new short stay parking arrangement.	Within two years

	Policy Ca3: Implement 'pay-by-phone' or similar modern payment system at pay and display car parking locations within Watford

DETAIL
Implement 'pay-by-phone' or similar modern payment system at pay and display locations within Watford to make paying for parking more convenient for users.

OUTCOMES
This will ensure that paid-for parking is convenient to use.

ACTIONS	TARGETS
1. Research pay-by-phone/alternative methods and suppliers.	Within two years
2. Introduce pay-by-phone (or alternative).	Within three years

Policy Ca4: Continue reviewing options for the multi-storey car parks

DETAIL

The options for the multi-storey car parks need to be reviewed in more detail against transport, economic and financial objectives. Public consultation respondents were split on whether or not they were in favour of the proposals for Gade and Sutton (long-stay shopper, commuter parking and box storage, and commuter parking and contracted parking for hotels respectively). Many respondents commented that they like using Sutton for shopper parking because they could avoid using the ring road. In relation to parking for hotels, many respondents commented that a better option would be to introduce favourable rates for hotels/allow hotels to refund guests for parking so that parking was available for other users when hotels weren't full. The need for publicly-provided commuter parking in Watford town centre should be reviewed. It would be beneficial to agree a review process with the Council property team e.g. the development of an assessment framework to rate alternative options against objectives.

OUTCOMES

Further review of options for use of the multi-storey car parks will ensure that any changes will meet transport, economic and financial objectives.

ACTIONS	TARGETS
1. Complete option assessment for the multi-storey car parks.	Within two years (dependent on overall timeframes for changes and liaison with the property team).
2. Progress preferred option.	Within three to four years

Policy Ca5: Ensure car parking revenue is used to fund transport interventions

DETAIL

Rather than providing general Council revenue, the revenue raised from car parking charges should be designated for use for other transport schemes, especially those that support mode shift away from private car use. This revenue could also be used to fund the policies recommended in this Watford Parking Strategy.

OUTCOMES

This will ensure that revenue raised from parking is used for transport.

ACTIONS	TARGETS
1. Review existing process and amend it where necessary so that car parking revenues are allocated for transport improvements.	Within two years

	Policy Ca6: Work with businesses to encourage employees to commute by alternative modes to ease car parking pressure and congestion

DETAIL
Businesses in Watford are keen to work together and with the Council to reach solutions to reduce car commuting and the pressures it places on workplace parking space. Links between businesses and existing initiatives such as Network Watford should be enhanced. Options for sharing experiences of promoting and supporting sustainable transport (e.g. via a business travel planning forum) should be explored. A town-wide Travel Plan could be developed as a mechanism for coordinating the promotion of sustainable transport and setting targets etc. This could provide a framework for information provision and marketing, behaviour change/smart choice initiatives, improvements to support mode shift (e.g. pedestrian signage, real time information for bus services) and target-setting.

OUTCOMES
This will encourage mode shift away from single occupancy car travel, reduce car use at peak times and reduce pressure on business parking which will have economic, environmental and social benefits.

ACTIONS	TARGETS
1. Contact businesses to gauge interest in a business travel planning forum.	Within six months
2. Set up a business travel planning forum.	Within one year
3. Develop a town-wide Travel Plan.	Within two to five years

	Policy Ca7: Improvements to car parking in residential CPZs and residential car parking in the town centre

DETAIL
The CPZ review (carried out in 2013) found that support among residents for 'shared use' pay and display bays in residential roads around shops was almost evenly split, with 37% against, 37% for and 14% stating 'don't mind' (the remainder did not answer or answered 'don't know'). Locations for introducing 'shared use' pay and display bays in residential roads around shops should be identified and developed.
Alternatively, it may be possible to alter CPZ operating hours to prevent commuter parking in residential areas whilst allowing parking space to be used more flexibly during the day (e.g. by having a CPZ operational only during part of the day would effectively prevent commuters parking in it for the whole day). This would also allow enforcement resources to be deployed more effectively. Review of other CPZ schemes suggests that the majority of Local Authorities opt for a day-long scheme so it is hard to gauge how this would work in practice.
Several town centre residents suggested in consultation responses that a scheme could be introduced to allow town centre residents to use the town centre multi-storey car parks for residential parking e.g. via a dedicated permit scheme. This idea should be investigated further to assess whether it would contribute positively or negatively to overall transport objectives.
There may be options to streamline the operation of residential permit schemes to reduce administration costs. The London Borough of Islington has an e-permit system with CPE carried out via ANPR systems in hand-held computers.[21] An e-permit system could be trialled

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[21] http://present.brighton-hove.gov.uk/Published/C00000726/M00004119/AI00030781/$Item26AppendixBbestpracticesurvey.pdfA.ps.pdf

within one or two CPZs and then adopted more widely if it was found to be efficient.

Development planning of new residential developments should consider the design of parking and refer to best practice guidance (e.g. Manual for Streets, see **Appendix C**). For example, providing parking communally rather than for each individual dwelling is more flexible and has greater potential for conversion at a later date if appropriate e.g. to provide more green infrastructure or public realm.

OUTCOMES
This policy will ensure parking space for residents is provided and used fairly and efficiently.

ACTIONS	TARGETS
1. Identify locations for shared use bays or different CPZ operating hours.	Within one to two years
2. Carry out consultation and implement changes.	Within one to four years
3. Review whether parking for residents living in the town centre should be provided in town centre car parks.	Within two years
4. Implement any changes to allow residents living in the town centre to park in the town centre car parks (if applicable).	Within two to three years
5. In collaboration with Watford Parking Services and the CPE operator (Vinci), to trial an e-permit system.	Within 18 months

FUTURE
The CPZ review found that 13% of respondents would make use of a car share or car pool scheme and another 20% of respondents would possibly make use of such a scheme. The potential for a car club to be introduced in Watford should be periodically reviewed as a solution to reducing parking pressure. Social enterprise car club operators exist and may provide a more viable option for implementing a car club in Watford.[22]

The majority of respondents to the CPZ review (carried out in 2013) were in favour of the current allowance of up to two residential permits per household. The number of permit holders exceeds the number of parking spaces on some streets making it difficult for people to find a parking space on their road. Limiting the number of permits to equal the number of spaces available on each street would be one way to overcome this problem but would reduce the efficiency of parking space utilisation. The permit allowance could be reviewed in future if the problem related to a lack of spaces becomes greater or residents indicate that they would like this to be reviewed. |

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[22] See for example http://www.co-wheels.org.uk/about_us

	Policy Ca8: Improvements to on-street car parking outside the town centre

DETAIL
There are opportunities to improve on-street car parking provision outside the town centre (for example outside key amenities such as local shops). This could include amending the layout of parking to ensure space is used as efficiently as possible (e.g. by marking out bays), altering time restrictions to ensure optimum use of spaces or providing signs indicating where alternative parking is available in locations where inconsiderate parking is a problem.

A strategy should be developed for locations where inconsiderate parking is a known problem. This could include parking around schools and outside local shops/takeaways. Potential measures could include signing to a nearby alternative parking location, altering markings to prevent parking in inappropriate places and increased enforcement at times where problems are known to occur (e.g. in the evening). |

OUTCOMES
This policy will improve parking provision outside local amenities and reduce inconsiderate parking which will make streets pleasanter and safer.

ACTIONS	TARGETS
1. Identify locations for reviewing on-street parking.	Within one to four years
2. Carry out reviews of on-street parking.	Within one to four years
3. Implement any changes to on-street parking.	Within two to four years
4. Identify locations where inconsiderate parking is a problem and developing a strategy for tackling inconsiderate parking.	Within one to four years
5. Implement any changes related to the strategy for inconsiderate parking.	Within one to four years

4.4 Blue Badge car parking and Shopmobility policies

	Policy BB1: Improve Blue Badge parking offer in the town centre

DETAIL

The existing parking situation in the town centre for Blue Badge holders could be improved by altering existing parking allocation in a number of ways.

High Street Blue Badge parking

One of the issues raised during consultation was that Blue Badge holders sometimes found it hard to find a parking space on the High Street. In combination with **Policy G2** on on-street space in the town centre, the allocation of space for Blue Badge holders could be modified to ensure that those with the greatest need to park closest to amenities along the High Street were able to find a parking space when they needed to. Nottinghamshire County Council operates a 'special access pass' scheme whereby people who have particular mobility difficulties are allowed to park in pedestrian areas.[23] A similar approach could be taken for parking on the High Street in Watford to ensure the spaces closest to amenities had greater availability for those with more limited mobility. Alternatively there might be the opportunity to introduce shorter time restrictions for Blue Badge holders in on-street locations whilst allowing longer time restrictions for those with a 'special access pass'.

Off-street Blue Badge parking

Charging

Disabled Motoring UK believes that off-street car parking should be free for up to three hours for Blue Badge holders.[24] One of the reasons put forward is that "when car parks charge it encourages more badge holders to park on the street which is more dangerous and could possibly cause traffic problems".[25] Conversely, providing free off-street parking for Blue Badge holders would increase the incentive for abuse of the system. An assessment of the impact of making off-street Blue Badge parking free (in terms of utilisation of on- and off-street spaces, increased demand for spaces, accessibility, parking revenue and so on) should be carried out. Based on the results of the assessment a decision should be reached on whether to continue charging for off-street parking for Blue Badge users. Assessment could include reviewing the Disabled Drivers Car Park Pass Scheme to make it available to more Blue Badge holders. Making off-street parking free might also make it more likely for the on-street spaces in the town centre to be left free for those with the most limited mobility.

Provision

A review of the provision for Blue Badge holders in the Council-owned car parks should be carried out. This should include reviewing the number of Blue Badge spaces at the different car parks, the usage of Blue Badge spaces, the design and layout of the spaces, the pedestrian routes from them to the car park exit and the route from the pedestrian entrance/exit to the town centre. Potential changes as a result of such a review could include: redesigning spaces to increase the space for getting into/out of vehicles; increasing the number of spaces at Church car park (which is where Shopmobility Watford is located and is the closest car park to the central town centre area); increasing the Blue Badge space allocation in the Town Hall Visitor car park; and removing the Blue Badge spaces in The Avenue car park (which are inaccessible) and providing an equivalent number of spaces at one of the other car parks.

Any changes to the Blue Badge parking in the town centre (particularly along the High Street) will need to take into account the HCC plans for the contraflow cycle lane and the interventions

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[23] See http://www.nottinghamshire.gov.uk/travelling/parking/special-access-permits/ for further information.

[24] http://www.disabledmotoring.org/downloads/campaigns/improving-car-parks/Policy-05-Off-street-car-parks.pdf

[25] http://www.disabledmotoring.org/downloads/campaigns/improving-car-parks/Policy-05-Off-street-car-parks.pdf [para. 2.3].

outlined in the *Watford Town Centre Multi Modal Review*.	
OUTCOMES	
The combination of measures in this policy will improve the situation for Blue Badge holders who need to park in the town centre by improving the existing parking available (including accessibility, layout, quality and potentially quantity) and ensuring that the most convenient parking is available for those Blue Badge holders who have the greatest need for it.	
ACTIONS	**TARGETS**
1. Modify the Blue Badge parking on the High Street.	Within the same timeframe as the broader changes to on-street space in the town centre
2. Complete a review of whether Blue Badge holders should be charged for using off-street car parking.	Within one to two years (in concurrence with the redesign of the High Street)
3. Implement changes to charging (if applicable).	Within two years (and in line with any changes to Blue Badge parking provision on the High Street)

	Policy BB2: Improve Blue Badge parking offer in other key locations

DETAIL

A number of locations were identified by Blue Badge holders or those who travelled with a Blue Badge holder as having insufficient Blue Badge parking provision. These include the stations, the hospital, the main library, Watford's mosques and local shopping locations (at off-street car parks this was often the result of a lack of enforcement of allocated disabled parking spaces). These locations should be reviewed (in collaboration with partners where necessary) to determine solutions for increasing the availability of parking for Blue Badge holders.

The stations

The Council should work with other stakeholders (Network Rail, London Midland, Transport for London) to increase the Blue Badge parking available at the stations or, if this is not possible, to identify locations for Blue Badge parking near to the stations. The access to the Blue Badge parking at Watford Junction is a problem for Blue Badge holders and this should be addressed through work with Network Rail, London Midland and in collaboration with Blue Badge users.

The hospital

The Council should work with WHHT to make it easier for Blue Badge holders to park at Watford General Hospital. This might include reviewing the utilisation of spaces through a car park survey and, if this suggests more spaces are required, reallocating some general parking for Blue Badge users. It could be that part of the problem is related to awareness of the Blue Badge parking available (there are three hospital car parks which have Blue Badge bays)[26] and so a strategy for communicating the locations of Blue Badge parking to Blue Badge holders might be more appropriate. This might include reviewing pedestrian signage to the different hospital facilities from the three parking locations to ensure it is adequate. It might also be appropriate to alter where the Blue Badge parking is located across the hospital car parks to ensure sufficient spaces are available in close proximity to the buildings being visited by Blue Badge holders.

Other key locations

A review of other locations (e.g. the library, mosques and local shopping streets) should be carried out to assess existing provision for Blue Badge holders, usage, and the potential to convert other space for Blue Badge parking. Based on this review changes should be made as appropriate.

Enforcement

A lack of enforcement of allocated disabled spaces (meaning that they were used by drivers without disabilities) was identified as an issue causing problems for people trying to legitimately use disabled parking provision in some private off-street car parks. Disabled Motoring UK has the following advice: "It is… possible in law for the owners of a private car park to agree with the local authority that a parking place order be made in respect of that car park…Conditions of use can then be enforced as if it were a local authority car park, with penalties or excess charges levied on offenders."[27] The Council should review whether it should work with owners of car parks where this is an identified problem to introduce such an order.

OUTCOMES

This policy will ensure the quality of life of Blue Badge holders is not impacted by an inability to park to access key amenities.

ACTIONS	TARGETS
1. Hold meetings with the bodies that control parking at the locations highlighted to discuss Blue Badge parking.	Within six months
2. Improve access to the Blue Badge parking at Watford Junction.	Within one year

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[26] http://www.westhertshospitals.nhs.uk/about/documents/wgh_map_may10.pdf

[27] http://www.disabledmotoring.org/downloads/campaigns/improving-car-parks/Policy-05-Off-street-car-parks.pdf para. 3.3, 3.4.

3.	Increase Blue Badge parking at Watford Junction.	Within two years
4.	Increase Blue Badge parking at other stations.	Within two years
5.	Review hospital Blue Badge parking.	Within one year
6.	Alter the provision of Blue Badge spaces/signage at the hospital (if necessary).	Within two years
7.	Review Blue Badge parking at other key locations.	Within one year
8.	Make changes to Blue Badge parking at other key locations (if applicable).	Within two years
9.	Decide whether to carry out CPE of disabled car parking spaces in private car parks.	Within six months
10.	Work with private car park owners to enforce disabled car parking spaces within their car park (if applicable).	Within one year
11.	Implement the order(s) and coordinate with the CPE team to begin enforcement (if applicable).	Within two years
FUTURE		
Blue Badge parking provision for planned developments (including the Croxley Rail Link and Watford Health Campus) should be monitored and adapted as necessary.		

	Policy BB3: Improvements to access to Shopmobility Watford

DETAIL

Pedestrian access to Shopmobility Watford is via an entrance off New Street; a push-button operated traffic light system is used to stop cars whilst pedestrians are using the route through the car park. Despite three prominent signs and flashing red traffic lights, cars often fail to stop and approach that part of the car park at some speed.

There are several measures which could be implemented to improve the safety of this access route. These could include:

- Improvements to the existing signage (e.g. indicating that people with disabilities will be using the route);
- Introduction of chevrons on the barrier so it is clearer that drivers are required to turn and to encourage them to slow down;
- A speed hump to slow vehicles; and/or
- A modification to the traffic light system to make it look more like a standard traffic light.

The viability and effectiveness of these potential measures should be assessed and any suitable options should be progressed. This process should be undertaken in collaboration with Shopmobility Watford.

In addition, it would be beneficial to raise the profile of Shopmobility where appropriate when other parking- or town centre-related promotion or marketing is underway, as there are still several people who are not aware that the service exists. This should be done on an ad hoc basis.

OUTCOMES

This policy will ensure that safe, adequate access for those using Shopmobility's services and an increase in the awareness of its existence.

ACTIONS	**TARGETS**
1. Review options for improving the pedestrian access route in collaboration with Shopmobility Watford.	Within two years
2. Carry out detailed design of recommended option(s).	Within three years
3. Implement recommended option(s).	Within four years
4. Include Shopmobility Watford in promotional material on accessing Watford.	On an ad hoc basis

FUTURE

In future, it may be necessary to allocate more parking within Church car park for Shopmobility customers, since growth in usage of their services would be expected in line with general growth of visitors to Watford anticipated in relation to the Charter Place redevelopment and other developments in the town centre. This could potentially be provided by making more of the spaces on the ground floor available for Shopmobility users either exclusively or as joint Shopmobility/general disabled parking spaces.

4.5 PTW parking policies

	Policy P1: Increase PTW parking at key locations and review existing parking

DETAIL
Current PTW parking provision is low. As a proportion of overall parking relative to mode split, it is not provided at the same level as car parking. The need for more PTW parking in the town centre and at Watford Junction station was raised in the public consultation survey results. PTW parking is a more efficient use of space than car parking; efforts should be made to identify locations where increased parking could be situated. The location and design of facilities should take into account existing guidance.[28]
Currently small numbers of PTW parking spaces are distributed over several locations. When locating facilities in future a balance between the facilities being in a convenient location and the likelihood of being able to find a space should be made. Larger parking facilities are more user-friendly because the chance of there being a free space is higher and confidence that a PTW won't be stolen is also higher.
Options for locating increased PTW parking could include on-street or off-street locations, on the carriageway or the footway, e.g.:   - The WBC-managed multi-storey car parks;   - Between Albert Road South and The Parade.
In relation to Watford Junction station, WBC should work with London Midland and the Watford Junction station car park managers to identify how PTW parking provision could be increased.
Existing parking should be reviewed in terms of time restrictions and security provision. The time limit for PTW parking on Queen's Road/The Broadway should be reviewed to determine whether a longer time period in this location could offer an additional facility for town centre visitors arriving by PTW. In order to get views from people who use the PTW parking in Watford it may be appropriate to set up a feedback process for them to provide insight into existing parking provision.

OUTCOMES
The provision of more PTW parking will benefit those who travel by PTW in Watford and will ensure that space is available for them to park at their destination.

ACTIONS	TARGETS
1. Review existing PTW parking provision and identify suitable locations for further PTW parking (based on an initial scoping exercise and site visits).	Within one year
2. Make any changes to PTW parking provision.	Within two to three years
3. Conduct more detailed design for new PTW parking facilities.	Within two years
4. Implement the new parking.	Within three years

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[28] http://www.theihe.org/wp-content/uploads/2013/10/MG-Chapter-5-Parking-v1.0.pdf

	Policy P2: Improved signage/information provision on parking for PTW users

DETAIL
Lack of signage to PTW parking facilities was one issue raised during the consultation. PTW parking should be included on directional signage on the approach to the town centre. Pedestrian signage from the town centre to the parking would also be beneficial for visitors to the town who arrive by PTW.

OUTCOMES
Improved signage will make it easier for motorcyclists to access parking provided for them in Watford.

ACTIONS	TARGETS
Identify suitable locations for signs.	Within one year
Introduce new signs.	Within two years

4.6   Cycle parking policies

The policies for cycle parking are set out below. In all instances some provision for non-standard bicycles (such as hand bicycles, tricycles, tandems and cargo/family bicycles) should be made.[29]

	Policy Cy1: Increase short stay cycle parking at key locations

DETAIL
Consultation revealed that there were several locations where the demand for cycle parking outstrips supply. Cycle parking is space efficient and relatively cheap to install. Encouraging cycling can lead to a more efficient use of road space which can alleviate problems such as congestion. It is relatively easy to add attractive cycle parking within the public realm without causing an obstruction to pedestrians. Reference should be made to cycle parking design guidance (see **Appendix C**) when installing new cycle parking.

The key locations where more short stay cycle parking should be installed include:

- The town centre (both along the main High Street and further out particularly to the north of the town including Clarendon Road and Albert Road);
- The stations (especially Watford Junction);
- Local shopping streets and retail centres (including St Albans Road, Queens Road/The Broadway, Kingswood, Garston and Meriden shopping centre precincts and Century retail park);
- Employment areas including Watford Business Park; and
- Key leisure facilities such as Watford's parks, green spaces and sports facilities (including the central leisure centre and Cassiobury Park).

For locations where Watford Borough Council (WBC) has control, it is recommended that each location is assessed for suitable locations for cycle parking and then the usual process for design and installation is followed. As well as the locations listed above similar type of trip attractors which have not been explicitly mentioned should also be assessed since it is likely that there will be a demand for cycle parking at these locations too.

For locations outside of WBC control (such as the stations) it is recommended that meetings with the relevant body are organised to work towards increasing cycle parking provision in these locations. It may be relevant for WBC to offer to contribute towards the costs of installing cycle parking since it will enable wider Council objectives to be met.

The funding that is available for small businesses to install cycle parking should also be promoted more widely so that cycle parking can be introduced in a 'bottom-up' manner too.

OUTCOMES
Providing more cycle parking at key locations will enable more people to cycle more often which will contribute to meeting several transport and health-related objectives. Bicycles are by their very nature much less secure than cars to leave in public places and cycle parking provision in Watford should reflect this.

ACTIONS	**TARGETS**
1. Assess how much cycle parking to introduce and where to locate it.	Within six months
2. Develop and follow a programme for design and implementation (locations within WBC control).	Within six months
3. Hold a meeting with the relevant body and develop and follow a programme for design and implementation (locations outside WBC	Within one year

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[29] The *London Cycling Design Guidance* (TfL, 2014) provides guidance on parking for non-standard bicycles, which can normally be provided via widely spaced stands. It may be appropriate to mark the stands for use by non-standard or larger cycles to prevent use by standard bicycles.

control). The amount WBC would be willing to contribute towards installing cycle parking should be determined prior to this initial meeting.	
4. Review progress.	At one year

	Policy Cy2: Develop a secure long-stay cycle parking facility in the town centre

DETAIL
Consultation revealed a strong demand for secure cycle parking in the town centre. Potential locations and set ups should be researched as a first step. Existing secure cycle facilities in the UK include staffed and unstaffed options. Staffed options can be paid for[30] or free.[31] Most are provided as part of wider cycle facility provision (e.g. repairs, showers, lockers) and are often provided by charitable trusts. Many locations offer partially staffed cycle parking facilities which allow users to gain initial access in staffed opening hours and then have 24-hour access to the facility through swipe card or fob access.[32] Some completely unstaffed facilities have been introduced whereby users register online to gain access and have been provided as both free and paid-for facilities.[33] Unstaffed automated facilities have been introduced in other countries but no such system has been installed in the UK to date.[34] Underground options are available and have space saving advantages since only the access point is situated at ground level. Automated systems would have higher installations costs but could be cheaper to run in the long term.
A standalone facility could potentially be situated in one of the multi-storey car parks if safe access for cyclists could be provided. A managed system could be located at suitable premises in the town centre and combined with other services (this could involve Watford Cycle Hub and their existing services). Several other complementary services could be offered e.g. people cycling in with a young child in a child seat could be offered loan of a pushchair for use in the town centre. Card-operated systems are available which mean that cyclists do not need to carry a lock with them (e.g. Finsbury Park).
Businesses in Watford town centre may also be willing to fund spaces for their employees.

OUTCOMES
A secure cycle parking facility would enable greater levels of cycling in Watford since fear of theft is a major deterrent to cycling and provide a much-demanded facility.

ACTIONS	**TARGETS**
1. Determine feasibility of introducing this facility (including further consideration of how a facility might operate (with reference to existing facilities elsewhere), how it could be financed (whether LSTF or similar funding would be available), where it could be located and how many spaces should be provided).	Within two years
2. If the facility is feasible, work with partners for detailed design, acquisition of any necessary property to provide the facility and identification of funding sources.	Within three years
3. Implement/build the secure long-stay cycle parking facility	Within four to five years
4. Open the secure long-stay cycle parking facility in the town centre.	Within five years

FUTURE
Public transport interchanges are locations where a demand for secure cycle parking is likely. Opportunities for providing secure cycle parking should be explored as part of the planned changes to Watford Junction.

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[30] E.g. http://www.itravelyork.info/cycling/cycle-parking/hub-station

[31] E.g. http://middlesbrough.cylex-uk.co.uk/company/middlesbrough-cycle-centre-17856891.html

[32] E.g. http://www.cycle-heaven.co.uk/secure-parking/,
http://www.haringey.gov.uk/finsbury_park_cycle_parking_1_.pdf

[33] E.g. http://www.merseyrail.org/plan-your-journey/getting-to-our-stations/bike.aspx,
http://cycling.tfgm.com/Pages/join-a-hub.aspx

[34] See for example http://www.falco.co.uk/products/advanced-cycle-products/velominck-automated-cycle-parking-system/

	Policy Cy3: Provide small-scale secure cycle parking at relevant locations

DETAILS
There are several locations that cyclists might wish to cycle to in the evening and leave their bicycle for a few hours (e.g. a sports centre). Especially where these locations will not have high footfall providing natural security, small-scale secure cycle parking should be considered. This could take the form of lockers or a small covered facility. Management of the facility will need to be considered.

OUTCOMES
This will support cycling for journeys that otherwise may have been made by car or will enable journeys by bicycle that otherwise might not have been made.

ACTIONS	**TARGETS**
1. Identify locations for secure cycle parking and begin coordinating with partners.	Within one year
2. Deliver secure cycle parking at the first location identified.	Within two years
3. Continue to deliver secure cycle parking at the other locations identified.	Ongoing

	Policy Cy4: Pilot secure residential cycle parking provision

DETAILS
At present there are several locations in Watford where people may feel unable to cycle because of a lack of secure storage options for bicycles at home. Council or housing trust properties would be an ideal location to pilot the provision of secure residential cycle parking provision. If popular, installations of the facilities could be offered more widely.
Several options for secure residential parking are available. Purpose-built secure compounds, lockers or cages could be provided on communal land inside or outside the properties. Some internal areas such as garages, bin stores or pram sheds could be converted to cycle parking if they are under-utilised. On-street secure options are available;[35] these could be offered as a paid-for facility. The Hackney Residential Cycle Parking Project installed several small and larger-scale residential parking solutions in different types of residential properties.[36]

OUTCOMES
Installation of secure residential cycle parking provision will enable more people to cycle contributing to social, environmental, economic and health objectives.

ACTIONS	**TARGETS**
1. Identify potential locations for secure residential cycle parking (involving stakeholders including residents, housing providers etc.).	Within two years
2. Set up a system and develop a programme for design and implementation, as well as identifying further locations.	Within three years
3. Implement secure residential cycle parking provision according to the programme.	Ongoing

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[35] http://lambeth.gov.uk/parking-transport-and-streets/cycling/cycle-parking-scheme-guide#lambeth-bikehangar

[36] http://www.hackney-cyclists.org.uk/homebikepark/hackney_homebikepark_report_2004-06_v0.2.pdf. The report includes examples including options considered and costs.

4.7   Policies on taxi ranking and other taxi and private hire parking-related needs

	Policy T1: Optimise taxi rank and drop-off/pick-up facility provision in line with other changes in the town centre

DETAILS
This policy is based on an aspiration to provide efficient taxi and private hire facilities for people accessing key locations by taxi or private hire vehicle (PHV). Taxis and PHVs form an important part of transport provision in Watford and it is important that facilities reflect taxi users' needs. The overall objective for this policy is to provide an appropriate amount of space for taxi ranking and drop-off/pick-up facilities near to key trip attractors (including within the town centre and at Watford Junction station). Reasonable provision of further space for taxi operators to wait and have rest and refreshment breaks should also be made (this does not always need to be near to the rank).
The design of taxi facilities should reflect the need for passengers to be picked up and dropped off near to their location whilst recognising the high demand for space that exists at key trip attractors. In assessing the use of space within the town centre, the efficiency of use as well as the priority of uses from the street type hierarchy should be considered. Bus stops, taxi ranks and loading bays are by their nature more efficient than parking spaces since a greater number of people can make use of them. It may be appropriate to re-designate the taxi rank on the High Street as a drop-off/pick-up facility. This will probably need managing to prevent waiting; camera enforcement would offer an efficient way to manage this facility.
Where taxis stopping or waiting outside of designated areas is a problem, restrictions should be amended to prevent this (whilst recognising that insufficient space is available at present for all taxis operating at any one time in Watford and there is a need for somewhere for them to wait).

OUTCOMES
Improved taxi rank and drop-off/pick-up facilities would benefit all road users by making taxi operations in key locations more efficient and rational and would improve availability of taxis for users.

ACTIONS	**TARGETS**
1. Complete assessment of on-street town centre space.	Within one year
2. Consult on proposed changes and design changes.	Within two years
3. Implement changes.	Within three years

FUTURE
As part of the redesign of the space outside Watford Junction station the potential to improve taxi rank provision should be considered.

	Policy T2: Improve signage to taxi ranks within the town centre
DETAILS	
Most respondents to the consultation felt that signage to taxi ranks could be improved. Within the town centre existing pedestrian signage should be reviewed and the need to make taxi signage more prominent should be assessed. Based on this review changes to existing signage should be made.	
OUTCOMES	
Improved signage to taxi ranks will make it easier for people to access the town centre by taxi.	

ACTIONS	TARGETS
1. Review signage.	Within two to three years
2. Make any changes.	Within two to three years

4.8 Coach parking policies

	Policy Co1: Develop a coach drop off facility in the vicinity of the town centre and long stay coach parking

DETAIL
People accessing Watford by coach are generally either football fans travelling to the stadium, groups coming to see a show (e.g. a pantomime) or school groups. There is an aspiration for a greater number of coach trips to come to Watford town centre to take advantage of the various attractions Watford offers. There is a lack of suitable locations for coaches in Watford (both for drop-off and long stay parking) and previous locations are no longer available.
A suitable location for coach drop-off/pick up near to the town centre should be identified. This exercise will involve considering distance to the town centre, availability of other facilities for passengers (such as toilets), pedestrian and coach access routes, site characteristics and other constraints. **Appendix C** provides further information on guidance on the design and location of coach facilities which has been developed by the Confederation of Passenger Transport UK (CPT).
A location for long stay coach parking (and potentially other large vehicles associated with shows visiting Watford) should be identified. This will involve considering what locations would be accessible to coaches and when space could be available at different times. There may be opportunities to allow coaches to park in locations used for other purposes at other times. For example, many locations exist with road geometry which has been designed to accommodate larger vehicles e.g. the roads serving the retail parks south of the town centre. It may be possible to identify space which could be designated for coach parking in these locations.
As a first step, scoping exercises for the different potential locations should be carried out. These should then be assessed for suitability (this could involve aspects such as carrying out vehicle swept path analysis to determine whether coaches could manoeuvre in the space available). Once a suitable location is identified next steps would include detailed design and going through processes to change the designation of space to a coach bay (either time restricted or permanent). It may be necessary to develop a booking system which could be communicated to coach operators via CPT.

OUTCOMES
Development of suitable coach drop-off/pick-up and long stay parking facilities will contribute to supporting Watford's economy and enable access to Watford by coach.

ACTIONS	TARGETS
1. Carry out scoping exercises.	Within one year
2. Carry out detailed design and begin the process of getting space re-designated for coaches.	Within two years
3. Open the coach parking.	Time dependent on how long consultation/ approval takes

4.9 Freight vehicle parking, loading and unloading policies

It is relevant to include freight-specific policies in the parking strategy because of the interaction between freight vehicles and other vehicles in their demand for kerbside space and the multi-modal nature of the parking strategy. However, other opportunities for the development of freight strategies distinct from the parking strategy exist which could manage freight in Watford more extensively. The

following sets out policies to be implemented as part of the parking strategy. There are several other freight management policies that could be introduced in Watford to improve freight activities, including the development of a Freight Quality Partnership, promotion of the Fleet Operators Recognition Scheme for delivery and collection companies working in Watford and several freight consolidation and restriction measures.

	Policy F1: A pilot Delivery and Servicing Plan (DSP) for the council

DETAILS
Delivery and Servicing Plans (DSPs) enable organisations to make efficiency savings by altering existing practices relating to servicing and delivery. These have benefits for the organisation and its suppliers including time and financial savings, improved reliability, improved safety and reduced environmental impact. They also benefit society by reducing congestion, improving local air quality, reducing risk of collisions occurring and reducing noise and intrusion.   Delivery and Servicing Plans can include several measures such as: • Introducing a delivery booking system;   • Rescheduling deliveries to outside of peak or normal working hours;   • Reducing delivery, servicing and collection frequencies;   • Establishing a centralised ordering system;   • Use the procurement process to promote sustainable freight activity;   • Reducing or consolidate the number of suppliers used by the council;   • Reviewing waste and courier collections; and   • Encouraging best practice scheme membership amongst suppliers.

OUTCOMES
Several organisations in Watford would benefit from implementing a DSP. Piloting the DSP development process within the Council would enable the Council to benefit from the savings it would bring as well as demonstrating the benefits of DSPs to other organisations in Watford. This would enable the Council to offer a support service for other organisations interested in implementing DSPs (which would be justified by the wider benefits of DSPs). Other organisations where a DSP could be particularly beneficial are the college and hospital.

ACTIONS	TARGETS
1. Complete an assessment of current delivery and servicing practices and review business operations at the council.	Within one year
2. Develop the interventions which will be included in the DSP.	Within 18 months
3. Implement the DSP.	Within two years
4. Review the DSP.	Once it has been operational for one year
5. Develop advice on DSPs for other organisations that are interested.	After the DSP has been in operation for two years

FUTURE
Once there is some familiarity with the DSP process a DSP for Watford town centre could be developed to make freight movements within the town centre more efficient.

4.10   Multi-modal context

Several of the objectives of the parking strategy relate to using car parking policy to improve access by other modes of transport. It is important that the multi-modal nature of the parking strategy is used to make alternatives to the car attractive. It is also important to ensure that the parking strategy works in tandem with other transport strategies and policies which enable greater use of alternatives to the car.

4.11   Working with partners

Working with partners will be critical for the successful delivery of the parking strategy. Responsibilities for the roads in Watford are split between Watford Borough Council and Hertfordshire County Council (for example the Watford Parking Service is responsible for the enforcement and management of parking restrictions and schemes whilst Hertfordshire County Council is responsible for other aspects of highway management and maintenance). There are several schemes (such as those included in the *Watford Town Centre Multi Modal Review*) which will interact with schemes proposed in this parking strategy and so a high level of coordination will be required.

Much of the parking in Watford, for example the parking at the stations and parking provided by workplaces for their staff, is not directly within Watford Borough Council's remit. It will be important to ensure objectives are shared with partners and good relationships are established early on.

4.12   Future-proofing

To ensure the parking strategy remains relevant it is important that it is periodically reviewed and updated. This will allow the overall approach to be reassessed and for individual policies to be added or removed as necessary. The review process outlined in **Section** 0 will ensure that this is achieved and the parking strategy can be updated regularly to remain relevant.

5   The Parking Delivery Plan

This section sets out the Delivery Plan for the Parking Strategy. It includes an Action Plan, information about the likely cost of implementing policies and potential funding sources, information about risks, a monitoring and review process and a section on communication.

5.1   Action Plan

Table 8 sets out the Parking Strategy Action Plan.

Table 8: Parking Strategy Action Plan

Action ('*' indicates that this action is dependent on the outcome of earlier actions)	Timescale (lighter shading indicates that the timescale is dependent on the outcome of earlier actions)					Responsibility for action (in addition to WBC)	Resources required (in addition to staff time), *potential funding sources*
	2015/16	*2016/17*	*2017/18*	*2018/19*	*2019/20*		
General							
G1: *Street type matrix analysis*							
Classify all of Watford's streets using the street type matrix.	███						Use HCC Traffic Sensitive Roads as a guide
G2: On-street space in the town centre							
Create a plan of the desired allocation of space in the town centre area.	███					HCC	Started June 2015
Identify where any displaced parking/kerbside uses will be relocated.	███					HCC	Started June 2015
Detailed design and consultation on changes to on-street space.		███				HCC	Design resources *HCC funding (if combined with HCC schemes)*

Action ('*' indicates that this action is dependent on the outcome of earlier actions)	Timescale (lighter shading indicates that the timescale is dependent on the outcome of earlier actions)						Responsibility for action (in addition to WBC)	Resources required (in addition to staff time), *potential funding*
Implementation of changes to on-street space.			■				HCC	Capital cost of implementing changes *HCC funding (if combined with HCC schemes)*
Car parking								
Ca1: Improve the car parking offer in the town centre								
Develop a 'User Experience Strategy' for the car parks.		■					CPO	Work with Property Services and Citiparks
Decide on an evening car parking pricing structure.		■					CPO	Work with Property Services and Citiparks
Implement any changes to evening car parking pricing.			■				CPO	Minor capital cost *CPO funded*
Review and make changes to The Avenue pricing structure.*			■				CPO	Minor capital cost *Parking capital budget*
Research pay-by-phone (or alternative modern payment method) and suppliers.	■							Included within Parking Services Managers PDR + AJS
Introduce pay-by-phone (or alternative).		■						Capital cost of procuring and implementing system *Parking capital budget*
Implement and monitor the 'User Experience Strategy'.		■	▨	▨	▨		CPO	Capital cost of implementing changes *CPO or parking capital budget funded*

Action ('*' indicates that this action is dependent on the outcome of earlier actions)	Timescale (lighter shading indicates that the timescale is dependent on the outcome of earlier actions)					Responsibility for action	Resources required (in addition to staff time), *potential funding*
Review additional measures; add to the strategy where appropriate.							Capital cost of implementing any changes *CPO or parking capital budget funded*
Ca2: Formalise short-stay parking provision within the town centre							
Explore short stay parking options; decide whether to progress any.						private car park owners	Started June 2015
Implement new short stay parking arrangement.*						private car park owners	Capital cost of implementing changes *Parking capital budget*
Ca3: Implement 'pay-by-phone' or similar modern payment system at pay and display locations within Watford							
Research pay-by-phone (or alternative modern payment method) and suppliers.							Parking Services Manager + Section Head introduce with new contract
Introduce pay-by-phone (or alternative).							Capital cost of procuring and implementing system *Parking capital budget*
Ca4: Continue reviewing options for the multi-storey car parks							
Assess options for the multi-storey car parks.						including WBC property management staff	
Progress preferred option.						including WBC property management staff, CPO	Cost of associated interventions *Parking capital budget*
Ca5: Ensure car parking revenue is used to fund transport interventions							

Action ('*' indicates that this action is dependent on the outcome of earlier actions)	Timescale (lighter shading indicates that the timescale is dependent on the outcome of earlier actions)					Responsibility for action (in addition to WBC)	Resources required (in addition to staff time), *potential funding*
Set up the process for using car parking revenues for transport.		■					Section Head and Traffic Engineer
Ca6: Work with businesses to encourage employees to commute by alternative modes to ease parking pressure and congestion							
Contact businesses to gauge interest in a business travel planning forum.	■						Section Head and HCC
Set up a business travel planning forum.	■					Watford businesses	Revenue cost of setting up and running forum *S106 contributions, CIL + Watford 2025 project*
Develop a town-wide Travel Plan.		■	■	■			Cost of associated interventions *S106 contributions, CIL, council car park revenue*
Ca7: Improvements to parking in residential CPZs and residential parking in the town centre							
Identify locations for shared use bays or different CPZ operating hours near to local shops.	■	■					Section Head / Traffic Engineers / Portfolio Holder
Review whether parking for residents living in the town centre should be provided in town centre car parks.		■					Discussions had with Citiparks and ongoing work with Property Team
Trial an e-permit system.	■					WPS/CPE	Capital cost of procuring and implementing system *Parking capital budget*
Consult on and implement changes to CPZs.	■	■	■	■			Section Head and Traffic Engineers Capital cost *Parking capital budget*

Action ('*' indicates that this action is dependent on the outcome of earlier actions)	Timescale (lighter shading indicates that the timescale is dependent on the outcome of earlier actions)						Responsibility for action (in addition to WBC)	Resources required (in addition to staff time), *potential funding*
Implement changes to allow residents living in the town centre to park in the town centre car parks.*							CPO	Discussions had with Citiparks Capital cost *Parking capital budget*
Ca8: Improvements to on-street parking outside the town centre								
Identify locations for reviewing on-street parking.								Include within TRO Programme discuss with Traffic Engineer and Portfolio Holder
Identify locations where inconsiderate parking is a problem and develop a strategy to tackle it.							HCC/police	Ongoing as part of TRO Reserve List Programme agree with Traffic Engineers and Portfolio Holder
Review on-street parking outside the town centre.							HCC	Include within TRO Programme discuss with Traffic Engineer and Portfolio Holder
Implement changes to on-street parking.							HCC	On Going works - Agree with Members and Portfolio Holder Capital cost *Parking capital budget*
Implement strategy for inconsiderate parking.							HCC	Ongoing as part of TRO Reserve List Programme agree with Traffic Engineers and Portfolio Holder
Blue Badge car parking and Shopmobility								
BB1: Improve Blue Badge parking offer in the town centre								

Action ('*' indicates that this action is dependent on the outcome of earlier actions)	Timescale (lighter shading indicates that the timescale is dependent on the outcome of earlier actions)					Responsibility for action (in addition to WBC)	Resources required (in addition to staff time), *potential funding*
Review whether Blue Badge holders should be charged for using off-street car parking.	██	██					DB to produce report
Change Blue Badge holder charging.*		██				CPO	Capital cost *CPO, parking capital budget*
BB2: Improve Blue Badge parking offer in other key locations							
Meetings with the stations, hospital and other key locations to discuss Blue Badge parking.	██						Section Head to undertake at Sustainable meetings
Decide whether to carry out CPE of disabled car parking spaces in private car parks.	██					WPS	Traffic Engineer
Improve access to the Blue Badge parking at Watford Junction.	██					LM/NR	Section Head to Work with London Midland and WJ Working Group. Capital cost *NR/LM funding; apply for HCC funding*
Review hospital Blue Badge parking.	██					WHHT	Section Head to Work with London Midland and WJ Working Group. Capital cost *NR/LM funding; apply for HCC funding*
Review Blue Badge parking at other key locations.	██						Section Head to Work with London Midland and WJ Working Group. Capital cost *NR/LM funding; apply for HCC funding*
Work with private car park owners to enforce disabled car parking spaces.*		██				private car park owners	Revenue cost (increased CPE) *Parking capital budget or general council funds*
Increase Blue Badge parking at Watford Junction.		██				LM/NR	Work with London Midland and WJ Working Group Capital cost *NR/LM funding*

Action ('*' indicates that this action is dependent on the outcome of earlier actions)	Timescale (lighter shading indicates that the timescale is dependent on the outcome of earlier actions)					Responsibility for action (in addition to WBC)	Resources required (in addition to staff time), *potential funding*
Alter the provision of Blue Badge spaces/signage at the hospital.*						WHHT	Capital cost *Parking capital budget, WHHT funding*
Increase Blue Badge parking at other (non-Watford Junction) stations.						NR/TfL/other rail stakeholders	Capital cost *Parking capital budget, funding from partners*
Make changes to Blue Badge parking at other key locations.*						Various partners	Capital cost *Parking capital budget, funding from partners*
Implement order(s) and begin enforcing disabled spaces in private car parks.*						WPS/CPE	Capital and revenue cost *Parking capital budget or general council funds*
BB3: Improvements to access to Shopmobility Watford							
With Shopmobility Watford, review options for improving the pedestrian access route						Shopmobility Watford	Work with Citiparks and Property Services
Carry out detailed design of recommended option(s).						CPO	
Implement recommended option(s).						CPO	Capital cost *CPO, parking capital budget*
Include Shopmobility Watford in promotional material on accessing Watford.							
Powered Two Wheeler (PTW) parking							
P1: Increase PTW parking at key locations and review existing parking							

Action ('*' indicates that this action is dependent on the outcome of earlier actions)	Timescale (lighter shading indicates that the timescale is dependent on the outcome of earlier actions)					Responsibility for action	Resources required (in addition to staff time), *potential funding*
Review existing PTW parking provision and identify suitable locations for further PTW parking.	■						Report to be produced
Make any changes to PTW parking provision.		■	■				Section Head Capital cost *Parking capital budget*
Detailed design for new PTW parking facilities.		■					Section Head Capital cost *Parking capital budget*
Implement new PTW parking.			■			HCC	Section Head Capital cost *Parking capital budget*
P2: Improved signage/information provision on parking for PTW users							
Identify suitable locations for signs to PTW parking.	■					HCC	Section Head Capital cost *Parking capital budget*
Introduce new signs to PTW parking.		■				HCC	Sction Head Capital cost *Parking capital budget*
Cycle parking							
Cy1: Increase short stay cycle parking at key locations							
Assess how much cycle parking to introduce and where to locate it.	■						
Develop and follow design and implementation programme (locations within WBC control).	■						Capital cost *S106 contributions, CIL, HCC sustainable transport funding*

Action ('*' indicates that this action is dependent on the outcome of earlier actions)	Timescale (lighter shading indicates that the timescale is dependent on the outcome of earlier actions)						Responsibility for action	Resources required (in addition to staff time), *potential funding*
Work with partners; develop and follow design and implementation programme (locations outside WBC control).	███						Various partners	Capital cost *S106 contributions, CIL, HCC sustainable transport funding, contributions from businesses*
Review progress on installing cycle parking at locations within WBC control.	███							
Cy2: Develop a secure long-stay cycle parking facility in the town centre								
Determine feasibility of introducing a secure cycle parking facility.		███						There may be an option to the use the old Church Street toilets building
Detailed design of facility, acquisition of property (if necessary), identification of funding sources.*			███				Various partners	Design resources, potential land purchase *S106 contributions, CIL, HCC sustainable transport funding*
Implement/build secure long-stay cycle parking facility.*				███	███			
Open the secure long-stay cycle parking facility.*						███	Various partners	Capital cost *S106 contributions, CIL, HCC sustainable transport funding, contributions from businesses*
Cy3: Provide small-scale secure cycle parking at relevant locations								
Identify locations for small-scale secure cycle parking and begin coordinating with partners.	███						Various partners	
Deliver secure cycle parking at the first location identified.		███					Various partners	Capital cost *S106 contributions, CIL, HCC sustainable transport funding, contributions from*

Action ('*' indicates that this action is dependent on the outcome of earlier actions)	Timescale (lighter shading indicates that the timescale is dependent on the outcome of earlier actions)						Responsibility for action (in addition to WBC)	Resources required (in addition to staff time), *potential funding*
		■						*businesses*
Continue to deliver secure cycle parking at the other locations identified.		■	▨	▨	▨			Capital cost *S106 contributions, CIL, HCC sustainable transport funding, contributions from businesses*
Cy4: Pilot secure residential cycle parking provision								
Identify potential locations for secure residential cycle parking provision.		■					housing providers/ residents	
Set up a system for design and implementation, as well as identifying further locations.			■					
Implement secure residential cycle parking provision according to the programme.			■	▨	▨			Capital cost *S106 contributions, CIL, HCC sustainable transport funding, contributions from housing associations*
Taxi ranking, drop-off/pick-up								
T1: Optimise taxi rank and drop-off/pick-up facility provision in line with other changes in the town centre								
Complete assessment of on-street town centre space.	■						HCC	Started June 2015
Consult on proposed changes and design changes to taxi ranking.		■						Cost of any consultation materials *Standard funding for consultation*
Implement changes to taxi ranking.			■				HCC	Capital cost *Parking capital budget, HCC funding*

Action ('*' indicates that this action is dependent on the outcome of earlier actions)	Timescale (lighter shading indicates that the timescale is dependent on the outcome of earlier actions)							Responsibility for action (in addition to WBC)	Resources required (in addition to staff time), *potential funding*
T2: Improve signage to taxi ranks within the town centre									
Review signage to taxi ranks.		▓	▓						Section Head
Make any changes to taxi rank signage.		▓	▓						Capital cost *Parking capital budget, HCC funding*
Coach parking									
Co1: *Develop a coach drop off facility in the vicinity of the town centre and long stay coach parking*									
Scoping.	▓							HCC	Traffic Engineer look at Gade Avenyue and work with Intu Town Centre Manager
Detailed design, process for re-designating space for coaches.		▓						HCC	
Open the coach parking.			▓	▓	▓			HCC	Capital cost *S106 contributions, CIL*
Freight vehicle parking, loading/unloading									
F1: *A pilot Delivery and Servicing Plan (DSP) for the council*									

Action ('*' indicates that this action is dependent on the outcome of earlier actions)	Timescale (lighter shading indicates that the timescale is dependent on the outcome of earlier actions)					Responsibility for action (in addition to WBC)	Resources required (in addition to staff time), *potential funding*
Assessment of current delivery and servicing practices, review of council business operations.	███					including WBC procurement staff	Started June 2015
Develop the interventions which will be included in the DSP.		███					
Implement the DSP.		███					
Review the DSP.			███	███			
Develop advice on DSPs for other organisations that are interested.				███	███		

Notes:
CPE – Civil Parking Enforcement   HCC – Hertfordshire County Council   NR – Network Rail   WBC – Watford Borough Council   WPS – Watford Parking Service
CPO – car park operator   LM – London Midland   TfL – Transport for London   WHHT – West Hertfordshire Health Trust

5.2 Policy cost assessment

Table 9 provides an indication of whether the implementation of proposed policies will have a substantial cost and whether the cost is a one-off or would be ongoing. The two policies which have a significant cost are 'Ca1: Improve the car parking offer in the town centre' and 'Cy2: Develop a secure long-stay cycle parking facility in the town centre'. The improvements to the town centre car parks are expected to be funded through the agreement with the car park operator. No specific funding for the secure cycle parking has been identified but this type of facility would be a good candidate for local sustainable transport funding.

Table 9: Policy cost assessment

Mode for which the policy applies	Policy	Cost type, level and duration
	G1: Street type matrix analysis	Low capital cost One-off
	G2: On-street space in the town centre	Low capital cost One-off
	Ca1: Improve the car parking offer in the town centre	High capital cost On-going for duration of improvements
	Ca2: Formalise short-stay parking provision within the town centre	Low capital cost One-off
	Ca3: Implement 'pay-by-phone' or similar modern payment system at pay and display locations within Watford	Medium capital cost One-off Low revenue cost On-going (running costs)
	Ca4: Continue reviewing options for the multi-storey car parks	Staff time only (until recommendations progressed)
	Ca5: Ensure car parking revenue is used to fund transport interventions	Negative – generates revenue On-going
	Ca6: Work with businesses to encourage employees to commute by alternative modes to ease parking pressure and congestion	Low revenue cost On-going
	Ca7: Improvements to parking in residential CPZs and residential parking in the town centre	Low capital cost Low revenue cost if e-permits introduced (but savings expected overall)
	Ca8: Improvements to on-street parking outside the town centre	Low capital cost One-off Medium revenue cost (increased CPE) On-going

Mode for which the policy applies	Policy	Cost type, level and duration
	BB1: Improve Blue Badge parking offer in the town centre	Low capital cost One-off
	BB2: Improve Blue Badge parking offer in other key locations	Low capital cost One-off
	BB3: Improvements to access to Shopmobility Watford	Low capital cost One-off
	P1: Increase PTW parking at key locations and review existing parking	Medium capital cost One-off
	P2: Improved signage/information provision on parking for PTW users	Low capital cost One-off
	Cy1: Increase short stay cycle parking at key locations	Low capital cost One-off
	Cy2: Develop a secure long-stay cycle parking facility in the town centre	High capital cost One-off
	Cy3: Provide small-scale secure cycle parking at relevant locations	Low capital cost One-off
	Cy4: Pilot secure residential cycle parking provision	Low to medium capital cost One-off
	T1: Optimise taxi rank and drop-off/pick-up facility provision in line with other changes in the town centre	Low capital cost One-off
	T2: Improve signage to taxi ranks within the town centre	Low capital cost One-off
	Co1: Develop a coach drop off facility in the vicinity of the town centre and long stay coach parking	Low capital cost One-off
	F1: Pilot Delivery and Servicing Plan (DSP) for the council	Primarily staff time, may require small capital outlays On-going

5.3 Potential funding sources for implementing parking strategy policies

5.3.1 Key resources required

The key resources required for implementing the parking strategy policies are:

- WBC staff time for further research, liaison with partners such as HCC, consultation and detailed design of schemes;

- Civil Parking Enforcement staff time for increased enforcement activities; and

- Funding for:

  - Consultation materials/publication;

  - Improvements to parking including changes to road layouts, upgrading or installing new infrastructure (e.g. parking payment system, cycle parking stands);

  - Improvements related to parking such as signage; and

  - Setting up and managing policy initiatives such as a town-wide Travel Plan.

5.3.2 Potential funding sources

Potential funding sources include:

- Funding from parking revenue (e.g. for car park refurbishment);

- Renting out advertising space associated with parking facilities;

- Return on investment (e.g. people making greater use of the refurbished car parks, generating increased car park revenue);

- Developer contributions (S106 and CIL);

- Contributions from or funding by partners who will benefit from an improved parking offer for certain types of parking (e.g. at the stations);

- Local transport funding schemes (e.g. LSTF equivalent);

- Integrated Transport Block funding, via HCC; and

- LEP Growth Deal funding.

5.4 Risks to delivering the parking strategy

Risks associated with delivering the parking strategy include:

- **Funding**. If suitable funding cannot be identified it may not be possible to deliver some of the parking policies.

- **Working with partners**. Several of the policies will require partner buy-in to be delivered and will be dependent on securing funding sources or permissions outside of WBC control.

- **Consultation**. The consultation process may hinder progress on some of the parking policies.

5.5 Monitoring and review process

Progress against the Action Plan should be monitored at the end of each timeframe for action (e.g. six months, one year, eighteen months etc.). If an action has not been completed within the target timeframe it should be reviewed and amended.

As well as assessing progress against targets, monitoring should assess the impacts of the parking policies against the parking strategy objectives and policy-specific objectives. Any unforeseen adverse effects should also be identified as part of the monitoring process to inform any amendments to the parking strategy and to enable any remedial actions to be taken. Monitoring information should be reported internally within the Council to relevant Council officers.

The parking strategy policies should be reviewed regularly to ensure that the strategy remains up to date. This will include removing policies which have been fully delivered and adding new policies which are relevant to a current parking situation. The objectives of the parking strategy should also be periodically reviewed.

An annual review should be reported to Council Members either at the end of the calendar year or at the end of the financial year. This could be incorporated with the Watford Parking Services annual report to form a general parking review report or could be reported separately alongside the Watford Parking Service annual report.

5.6   Communication

Communication will be important for the success of the parking strategy. Once the strategy is adopted it should be publicised via the Council website, Twitter feed and so on. Communication will also be important for continued buy-in to the parking strategy from stakeholders, who have had a significant role in the development of the strategy. Communication of information about the parking strategy is necessary to engage and inform the public. Information should serve two purposes: helping people to use the parking in Watford; and explaining the reasoning behind certain parking policies (e.g. by emphasising the positive outcomes that are expected).

Stakeholder meetings

A1   Stakeholder meetings

The following stakeholders were met as part of the consultation process:

- Town Centre Partnership
- Federation of Small Businesses
- Watford Colosseum
- Watford Football Club
- Freight Transport Association
- Disability Watford
- Spokes
- Watford Cycle Hub
- Sustrans
- Living Streets
- Arriva Buses

In addition, the British Motorcycle Federation and Watford Palace Theatre provided input via email.

Summary of public consultation responses

Summary of public consultation responses

This appendix sets out the key results of the public consultation questionnaire. The consultation was open for three weeks from 18 November 2014 and around 250 people responded. Responses were filtered depending on whether respondents had knowledge or experience of a particular type of parking. As a result, sample sizes for some types of parking were small (for example only 18 respondents used motorcycle parking).

B1.1 Town centre car parking

B1.1.1 Overview

Around 150 people used the town centre car parks which the survey focused on (Church, Gade, Sutton, Town Hall and The Avenue). Around a third of respondents did not use any of the town centre car parks listed, around a third used Church and/or Gade car parks, around a fifth used Sutton car park and about 15% used Town Hall and/or The Avenue car park. Most respondents used these car parks less than once a week with 14-23% using the car parks at least once a week. Car parks were most likely to be used for shopping or entertainment trips although several respondents also used them to access facilities such as the leisure centre, library, dentists or doctors. Respondents used Church, Sutton and Gade car parks most frequently in the morning or evening at the weekend. Respondents were more likely to use the Town Hall car park in the evening (as would be expected since this is when the general car park becomes available to the general public) and respondents were most likely to use the Avenue on weekend evenings.

One respondent noted that there were insufficient carer and child bays in Gade car park and also mentioned the lack of carer and child bays in the Town Hall car park. The size of the bays in Gade car park was also raised as an issue due to making it hard to get children in and out of cars.

B1.1.2 Use of on-street space in the town centre

The majority of respondents felt that the use of on-street space in the town centre could be improved. Respondents were most likely to think that the space could be better used to help local businesses or for public parking (45% and 41% respectively). 16% thought the space available was currently used effectively and 15% answered 'don't know'. 13% of respondents through that the space could be used better for disabled parking, 11% thought that it could be used better for bus users and 7% thought that it could be used better for taxi users.

Respondents' suggestions for improving the use of on-street space in the town centre were varied and often conflicting, showing the complexity of determining how this limited space could be best used. Suggestions included:

- 'Drop-off' type short-stay parking and/or shorter time limits for bays (including for Blue Badge holders);
- More motorcycle parking;
- Better marking out of spaces to make use more efficient;

- Changing some permit parking to dual use so that more short stay parking could be made available near to the town centre (e.g. Queen Street);

- Better provision for cyclists and pedestrians;

- Limiting the main high street to pedestrian only, bus and pedestrian only, or bicycles and pedestrians only, with more disabled parking being made available on back roads;

- Limited loading hours (e.g. before 9am);

- Less parking restrictions in the evenings so on-street space could be used by people going to restaurants etc. in the town centre;

- Reviewing yellow lines and other road markings both to determine whether more space could be used for parking and where current markings cause problems such as obstructive parking; and

- 'Gateway treatment' of the entrance to the restricted area from the lower end of High Street to slow vehicles down.

Respondents were split on some issues, particularly Blue Badge parking, taxis and buses. Some respondents felt that Blue Badge parking should be more limited or removed completely from the High Street whereas others felt that there was not enough. Some respondents suggested more space should be made available for taxis whereas others said that taxis took up too much space in the town centre. Some respondents suggested there should be more space for buses so that bus movement and provision of bus stops in the town centre could be improved and some respondents suggested that buses should be removed from the High Street with stops relocated to the ring road.

B1.1.3 Suggested changes to the multi-storey car parks

It has been proposed that the use of Church, Sutton and Gade multi-storey car parks be altered now that the Council has gained control over them. The suggested uses are shopper parking at Church car park (as is the case at present), commuter parking and contracted parking for hotels at Sutton car park and long-stay shopper, commuter parking and box storage at Gade car park. The majority of respondents were in favour of keeping Church as a shopper car park with 92% of respondents in favour (excluding those who answered 'don't know' which was around a fifth of all respondents). Respondents were evenly split between those who agreed and those who disagreed with the proposals for Sutton car park with more respondents strongly disagreeing than strongly agreeing with the proposals (nearly a third of respondents strongly disagreed with the proposals). More respondents agreed than disagreed with the proposals for Gade car park; over a quarter of respondents strongly disagreed with the proposals.

B1.1.4 Using the multi-storey car parks in the evening/at night

Most respondents who used parking in the town centre in the evening either used an on-street location or Gade car park. Church car park was the next most popular option followed by Sutton car park, Town Hall car park and The Avenue car park, which were all used a similar amount. The primary reason for respondents' choice of parking location was convenience (around 50-75% of answers). Price was a reason for choosing parking at on-street locations (22% of answers) and The Avenue car park (14% of answers). Several respondents noted that they felt they

had no choice in where to park as a certain car park was the only option near to their destination.

In terms of the cost of parking in the multi-storey car parks in the evening, around a third of respondents felt that the cost was about right, around half felt it was too expensive, a minority felt it was too cheap and about 10% answered 'don't know'. Several respondents suggested that parking in the evening should be free, especially for Watford residents. Others suggested a set price would be better, suggesting that this would increase the use of the car parks as opposed to on-street locations which could make the car parks feel safer (because they would be busier) and prevent inappropriate parking in on-street locations. Others also suggested allowing residents to use the car parks in the evening to alleviate parking problems on the residential streets around the town centre where there is limited parking. A number of respondents suggested that charges should be increased to cover the cost of improvements to the car parks and other respondents noted the discrepancy between the cost of parking and the quality of the parking.

Of those that used the multi-storey car parks in the evening, around 5% of respondents felt that the car parks were 'very safe', around 40% felt that they were 'safe', around 30-40% felt that they were unsafe and around 15-20% felt that they were 'very unsafe'.

B1.1.5 Using the surface car parks in the evening/at night

In terms of the cost of parking in the surface car parks in the evening, around 70% felt that the cost was about right, about 12% felt that it was too expensive, about 5% felt that it was too cheap and about 12% answered 'don't know'. Comments related to the surface car parks included that the parking should be free in the evening, that the parking time should be extended beyond midnight to cover visits to night clubs, that improvements could be made to make the car parks feel safer, that the car parks should be publicised more, that cost should be increased to cover improvements and that payment should not be cash-only. Several respondents questioned why the cost of parking in the surface car parks differed from the multi-storey car parks.

In terms of safety, 12-13% of respondents who used the car parks felt that they were 'very safe', 59-65% of respondents felt that they were 'safe', 17-22% of respondents felt that they were 'unsafe' and 6-7% felt that they were 'very unsafe'. The Avenue was felt to be less safe than Town Hall car park overall by respondents.

B1.1.6 Suggested improvements to the evening environment in the car parks (surface and multi-storey)

Suggested improvements to the evening/night time environment in the car parks included having greater security such as staff patrolling the car parks, better lighting and CCTV, more payment machines (Gade and Church), regular cleaning, more signage/information provision, more parking options near evening entertainment locations, improvements to the environment in stairwells, lifts and underpasses, an overground pedestrian access route to The Avenue, and cheaper overnight rates (running in to the next day). A general suggestion was to have wider bays in the car parks to prevent damage to vehicles.

B1.2   Car parking outside local shops

Around 130 respondents used parking outside local shops. 37% of respondents felt that there was enough car parking outside local shops, 49% felt that more was required and 14% of respondents answered 'don't know'. 67% of those who used car parking outside local shops did not pay to park, 26% of respondents paid to park and 7% answered 'unsure'. 38% of those who paid to park outside local shops felt that the cost was about right, whilst 56% felt that it was too expensive (6% answered 'don't know').

Suggestions related to car parking outside local shops included:

- Marking out bays so that parking space could be optimised;
- A short period of free parking to encourage 'drop in' trips;
- Mixed use parking to relive pressure on parking e.g. using pub car parking for shoppers during the day on weekdays;
- More flexibility for parking outside local shops in CPZs;
- Encouraging the use of different modes for local shopping trips to reduce parking pressure;
- Better parking enforcement around local shops to prevent dangerous and obstructive parking (examples of parking problems included parking on double yellow lines or too near to a junction, double parking and parking on the pavement);
- Stronger deterrents for people without Blue Badges using disabled parking bays; and
- More enforcement activity for illegal parking in the evenings when parking problems are worse.

Several respondents noted the inconvenience of cash-only pay and display parking.

Key locations with parking problems (both in terms of availability of spaces and the impact of inconsiderate parking on other road users) are set out in **Table 10** which includes a summary of the nature of the issues identified.

Table 10: Issues raised relating to parking outside local shops

Location	Issue(s)
Whippendell Road	Parking not convenient Inconsiderate parking Delivery lorry movement – pedestrian safety
Garston Parade	Limited spaces Pavement parking – pedestrian safety
Courtlands Drive	Limited spaces Delivery lorries using parking spaces – impact on capacity, safety implications
St. Albans Road	Limited spaces Inconvenient cash-only pay and display Inconsiderate/dangerous parking in the evening e.g. parking on double yellow lines, pavements, zig-zag lines

Location	Issue(s)
	Parking manoeuvres delaying vehicle movement
Bushey Mill Lane	Limited spaces
	Parking across driveways, too close to junctions
Cassiobury shops	Mixed parking experience (lots of respondents noted the need to monitor this area since changes to the parking layout)
Queen's Road	Lack of parking nearby
Market Street	Limited spaces, short time period for parking
Tolpits Lane	Lack of spaces
	Dangerous/obstructive parking on road

B1.3 Blue Badge/disabled parking

Around 50 respondents used Blue Badge parking (either as a Blue Badge holder themselves or travelling with a Blue Badge holder). Of those respondents who were either a Blue Badge holder themselves or travelled with someone who was a Blue Badge holder, 65% felt that there is good disabled bay parking provision for Blue Badge holders in Watford and 29% did not (6% answered 'don't know'). Blue Badge holders were much more likely to feel that there was not good disabled bay parking provision than those who travelled with Blue Badge holders (60% compared with 21%). 36% stated that they found locations inaccessible because of a lack of Blue Badge parking nearby.

Locations with insufficient Blue Badge parking included several locations in the town centre along the main High Street, Watford's stations (especially Watford Junction), local shopping streets such as the Cassiobury shops, Queens Road (The Broadway) and St Albans Road and the Town Hall car park. The Central Library and Watford's mosques were also highlighted as locations where more disabled parking provision would be beneficial.

A lack of enforcement of allocated disabled spaces (meaning that they were used by drivers without disabilities) was identified as an issue causing problems for people trying to legitimately use disabled parking provision in shopping centre and supermarket car parks. The lack of space for people with disabilities to be picked up or dropped off on residential streets was also an issue for some respondents.

Only ten respondents used disabled parking provision at the multi-storey car parks. Four thought that the quality of disabled parking provision at Church car park was either good or very good; two thought that it was poor. Two respondents felt that the disabled parking provision at Gade car park was good or very good; three felt that it was poor or very poor. One respondent felt that the disabled parking provision at Sutton car park was very good; four felt that it was poor or very poor.

Suggestions for improvements included making spaces wider (especially between pillars where opening doors could be problematic), more spaces (especially general disabled bays in Church car park on a flat surface) and general improvements to the car parking environment not specifically related to the disabled parking provision.

B1.4   Motorcycle parking

Eighteen respondents used motorcycle parking. Of these, 17% thought that there was good parking provision for motorcycles in Watford but 83% felt that there was not. Two thirds found that there were locations in Watford where they wished to park but were unable to do so because of inadequate parking provision. Key locations identified by respondents were focused around the town centre. These included locations with existing motorcycle parking such as Queen's Road, the Central Library and some of the multi-storey cay parks where motorcycle parking is provided. Watford Junction was also mentioned as a location with insufficient motorcycle parking. A lack of signage to existing parking locations was also highlighted as an issue.

B1.5   Cycle parking

Around 100 respondents used cycle parking. 38% of these felt that there is good parking provision for cyclists in Watford whereas 47% did not (15% were unsure). 46% of respondents who cycled regularly or occasionally in Watford found that cycle parking provision was inadequate in certain locations. Several respondents stated that there were locations within the town centre where cycle parking provision was insufficient, both along the main High Street and further out particularly to the north of the town (for example Clarendon Road and Albert Road).

Key issues included security concerns related to existing parking as well as the lack of weather protection provided by existing parking. Outside the town centre, Watford Junction was mentioned by several respondents as a location where current cycle parking provision is inadequate, as were Watford's other stations to a lesser extent. Both the quantity of parking and security were identified as key issues at station locations. Several key trip attractors were highlighted by respondents as lacking in cycle parking provision, including local shopping centres and supermarkets (e.g. Kingswood, Garston and Meriden shopping centre precincts, St Albans Road and Queens Road shops and Century retail park). The leisure centre and Cassiobury Park were also mentioned by respondents as locations with inadequate cycle parking provision, as was Watford Business Park. Lack of cycle parking options for residents with properties without garden or other space for storing bicycles was also mentioned. Security and weather protection were key issues highlighted by a high number of respondents and abandoned bicycles taking up spaces was also mentioned, as was signage.

B1.6   Taxi ranks

Of those respondents who used taxis either regularly or occasionally, the majority thought that the availability of taxis in the town centre was either good or very good (63% and 16% respectively). Around 10% though availability was poor, 2% thought it was very poor and 9% of respondents answered 'don't know'.

In terms of signage to the taxi ranks, excluding respondents who answered 'don't know' 71% of respondents felt that signage could be improved. Several respondents commented that they couldn't think of any obvious signage and that there should be more, clearer, more visible signage, especially signage directing people to the taxi rank.

Several respondents suggested that there should be more designated taxi ranks and others noted the problems caused by the high number of taxis currently (with several noting that around Watford Junctions taxis caused obstructions). Other respondents noted that suitable user-friendly drop-off and pick-up points needed to be identified. Some respondents suggested that taxis should not be able to access the main High Street but should drop off and pick up from side streets.

B1.7 Bus stops

The majority of respondents felt that the location of bus stops in the town centre was either good or very good (79%, excluding those who answered 'don't know'). Suggested improvements included clearer signage and more information about services at the bus stops, more seating, wider footways alongside bus stops to accommodate queuing people, more room for buses to pass, more weather protection and extended stop lengths to allow buses to pull right next to the kerb. Several respondents suggested that services should stop at one central location instead of being spread along the High Street, with suggested solutions including a central bus station or relocating bus stops to the ring road or Clarendon Road. Several respondents also mentioned problems with vehicles using on-street space obstructing buses in the High Street area.

B1.8 Waymarking

Most respondents thought that waymarking in the town centre was either good or very good, with 52% stating that it was good and 9% stating that it was very good. 24% felt that it was poor and 2% felt that it was very poor. 13% of respondents answered 'don't know'. In terms of signage to or from the Council-owned town centre car parks, around half of respondents answered that they were unsure about whether signage could be improved. Other respondents were fairly evenly split between those who felt that signage could be improved and those who didn't. More respondents felt that signage could be better for Gade, Sutton, Town Hall and The Avenue car parks, respondents were evenly split for Church car park and more respondents felt that signage could not be better for Palace Charter than felt that it could.

Suggestions related to signage included:

- Making it clearer that the Town Hall car park was available to non-council workers out of office hours;
- Signage to key locations from the car parks (e.g. Cassiobury park);
- Signage to key locations within the town e.g. Watford Employment Tribunal;
- Making the entrances to Sutton and Gade more obvious;
- More signage for the car parks earlier on so drivers can get into the correct lane on the ring road;
- Better signage to motorcycle parking;
- Signage indicating which car park to use depending on the driver's final destination;
- Less signage;
- Directional signage near car park entrances/exits; and
- Greater maintenance of existing road markings/signs.

Appendix C

Parking Design and Policy Guidance

Parking Design and Policy Guidance

In order to deliver high quality parking facilities, further best practice guidance should be consulted for the detailed design of facilities and development of parking policies. **Table 11** provides references to key documents for the different types of parking.

Table 11: Parking design and policy references

Type of parking	Document author	Document details	Link
	Department for Transport, Department of Communities and Local Government	**Focus: Multimodal parking in mainly residential areas** Chapter 8 of *Manual for Streets* (DfT, 2007) considers parking provision with a particular focus on residential cycle and car parking design and considerations.	https://www.gov.uk/government/publications/manual-for-streets
	Lynne Sloman, Transport for Quality of Life	'Tools for travel planning in urban areas: A guide for local authorities' includes information on travel planning to reduce car use.	http://www.transportforqualityoflife.com/u/files/Tools%20for%20Travel%20Planning%20in%20Urban%20Areas%20Sep2004.pdf
	Department for Transport	'Making Car Sharing and Car Clubs Work: A Good Practice Guide' provides information on the delivery of car share and car club initiatives.	http://www.civilservice.gov.uk/wp-content/uploads/2012/02/makingcarsharingmarch2005.pdf
	Carplus	'Car Clubs Starter Pack for Local Authorities: A practical guide to car club development' provides useful information for deciding whether and how to develop a car club.	http://www.carplus.org.uk/wp-content/uploads/2012/04/2-Car-Clubs-Starter-Pack-for-Local-Authorities.pdf
	British Parking Association	The British Parking Association electronic library includes several useful reference documents on car parking.	http://www.britishparking.co.uk/Library
	Brighton & Hove City Council; Mott MacDonald	A report on best practice examples of Local Authority parking management containing several case studies on enforcement, parking control and payment technology.	http://present.brighton-hove.gov.uk/Published/C00000726/M00004119/AI00030781/$Item26AppendixBbestpracticesurvey.pdfA.ps.pdf

Type of parking	Document author	Document details	Link

Type of parking	Document author	Document details	Link
	Park Mark	Park Mark guidelines on new build car park design include information relevant for improving existing car parks.	http://www.britishparking.co.uk/write/documents/safer%20parking/sps%20new%20build%20guidelines%20-%20web%20version.pdf
	Disabled Motoring UK	Disabled Motoring UK (a campaigning charity for disabled drivers, passengers and Blue Badge holders) has produced a policy sheet on off-street parking.	http://www.disabledmotoring.org/downloads/campaigns/improving-car-parks/Policy-05-Off-street-car-parks.pdf
	Inclusive Mobility and Transport Advisory Committee (Imtac) (Northern Ireland)	Imtac has produced guidance for service providers in providing and managing accessible parking bays. The guide also includes links to further guidance.	http://www.disabilityaction.org/fs/doc/website/Parkingguide(finalversion).pdf
	Institute of Highway Engineers	The Institute of Highway Engineers has published a Motorcycle Guidelines document which includes a chapter on motorcycle parking.	http://www.motorcycleguidelines.org.uk/the-guidelines/6-0-motorcycle-parking/
	Department for Transport	Chapter 11 of the Department for Transport *Local Transport Note 2/08: Cycle Infrastructure Design* (DfT, 2008) focuses on cycle parking.	https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/329150/ltn-2-08_Cycle_infrastructure_design.pdf
	Transport for London	The TfL *London Cycling Design Standards* (TfL, 2014) includes a chapter on cycle parking.	https://www.tfl.gov.uk/cdn/static/cms/documents/lcds-chapter8-cycleparking.pdf
	Transport Initiatives LLP, Cambridge City Council	**Focus: residential cycle parking** Cambridge City Council has a detailed guide on the design of cycle parking facilities at new residential developments.	https://www.cambridge.gov.uk/sites/www.cambridge.gov.uk/files/docs/CycleParkingGuide_std.pdf
	London Cycling Campaign in Hackney, Neighbourhood Renewal Unit	**Focus: residential cycle parking** A report on the Hackney Residential Cycle Parking Project. Includes information about different ways of providing residential cycle parking in existing buildings.	http://www.hackney-cyclists.org.uk/homebikepark/hackney_homebikepark_report_2004-06_v0.2.pdf
	Transport for London	**Focus: workplace cycle parking** Transport for London has produced a guide on	http://www.tfl.gov.uk/cdn/static/cms/documents/Workplace-Cycle-Parking-Guide.pdf

Type of parking	Document author	Document details	Link
		workplace cycle parking.	

Type of parking	Document author	Document details	Link
	Transport for London	The Transport for London *Streetscape Design Guidance* (TfL, 2009) has a section on taxi ranks.	http://www.tfl.gov.uk/cdn/static/cms/documents/streetscape-guidance-2009-street-furniture-108.pdf
	Transport for London	The Transport for London *Streetscape Design Guidance* (TfL, 2009) has a section on bus stops.	http://www.tfl.gov.uk/cdn/static/cms/documents/streetscape-guidance-2009-street-furniture-108.pdf
	Transport for London	Transport for London has produced *Accessible bus stop design guidance* (TfL, 2006, currently being updated). Many of the considerations are relevant for Watford.	http://www.tfl.gov.uk/cdn/static/cms/documents/accessibile-bus-stop-design-guidance.pdf (existing guidance) https://consultations.tfl.gov.uk/buses/accessible-bus-stop-design-guidance/user_uploads/accessible-bus-stop-design-guidance-for-public-consultation-290914.pdf (updated guidance - consultation version)
	Confederation of Passenger Transport UK (CPT)	The Confederation of Passenger Transport UK (CPT) has produced a briefing sheet outlining considerations for designing, introducing or upgrading coach parking facilities.	http://www.cpt-uk.org//_uploads/attachment/3016.pdf
	Living Streets	'Putting Pupils First: Making the walk to school safer and easier' gives advice on strategies for addressing problem parking outside schools.	http://www.livingstreets.org.uk/sites/default/files/content/library/Reports/WtSW%20report%202014.pdf
	Living Streets	'The State of our Streets' includes case studies on how to deal with parking problems such as pavement parking.	http://www.livingstreets.org.uk/sites/default/files/content/library/Reports/State%20of%20our%20Streets%20report%20August%202012.pdf
	Transport for London	**Focus: kerbside loading** *Kerbside Loading Guidance* (TfL, 2009) discusses issues with kerbside loading, the needs of different types of loading activities and design considerations and proposes solutions for improving the loading environment.	https://www.tfl.gov.uk/cdn/static/cms/documents/kerbside-loading-guidance-2009.pdf
	Transport for London	**Focus: consolidating deliveries** There are several case studies on consolidating deliveries (which reduces demand for	http://www.tfl.gov.uk/cdn/static/cms/documents/going-the-extra-mile.pdf

Type of parking	Document author	Document details	Link
		kerbside loading space) such as the Regent Street consolidation project on the TfL website.	
	Transport for London	**Focus: Delivery and Servicing Plans**	https://www.tfl.gov.uk/info-for/freight/planning/delivery-and-servicing-plans
	The Retiming Deliveries Consortium	**Focus: Retiming deliveries** The Retiming Deliveries Consortium has produced guidance and information on how to make retiming deliveries work.	https://www.tfl.gov.uk/cdn/static/cms/documents/getting-the-timing-right.pdf

Matrix of policies and objectives

Key	
   	Policy **expected** to contribute to realising this objective
   	Policy **could** contribute to realising this objective or include elements which would meet this objective